PROJECT MANAGEMENT BUSINESS PROCESS MANUAL

for the

US Army Corps of Engineers

28 September 2001

TABLE OF CONTENTS

FIGURES

TABLES

ACRONYMS

AAPB	Advanced Acquisition Planning Board
AOR	area of operations
BA	Budget Analyst
BMP	Business Management Office
BY	Budget Year
BY+1	Budget Year+1
CBP	Corporate Business Process
CCG	Consolidated Command Guidance
CDMO	Defense Contract Management Office
CFY	Current Fiscal Year
CG	Construction General
CIP	Construction-in-Progress
COB	Command Operating Budget
CWE	current working estimate
DPM	Deputy Project Management
EPS	Enterprise Project Structure
FAD	Funding Authorization Document
FASAB	Federal Accounting Standards Advisory Board
G&A	General and Administrative
GAO	Comptroller General's Office
GI	General Investigation
HQUSACE	Headquarters
MSC	Major Subordinate Command
O&M	Operations and Maintenance
OMB	Office of Management and Budget
PA	programmed amount
PBAC	Program Budget Advisory Committee
PD2	Procurement Desktop Defense
PDT	Project Delivery Team
PgDT	Program Delivery Team
PgMP	Program Management Plans
PMP	Project Management Plan
PRB	Project Review Board
Q&A	Questions and Answers
RAPB	Regional Acquisition Planning Board
RM	Resource Management Office/Directorate
RMB	Regional Management Board
S&A	Supervision and Administration
SA	System Administrator
SOS	Scope of Services
SPS	Standard Procurement System
TPR	Testimony Preparedness Review
VTC	Video Teleconference
WBS	Work Breakdown Structure

EXECUTIVE SUMMARY

Using the Project Management Business Process (PMBP) to operate as One Corps, regionally delivering quality goods and services, is one of USACE's strategic goals. USACE is instituting an on-going program to make it easier for everyone to meet that goal.

The PMBP initiative mandated by USACE Regulation No. ER 5-1-11 involves five separate initiatives: 1) Engineer Regulation (ER) Initiative, 2) Business Process (BP) Initiative, 3) the P2 Initiative (Automated Information System enabler), 4) the PMBP Curriculum/Culture Initiative, and 5) Construction - Supervision & Administration (S&A) Pilot Study Initiative.

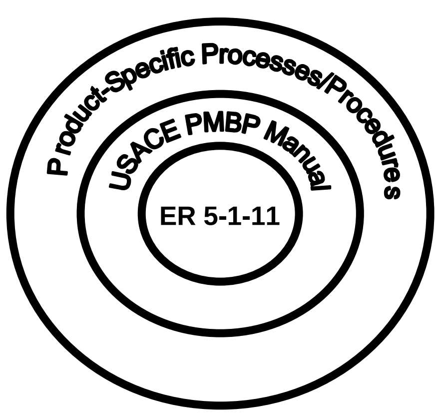
The goal of the PMBP, through implementation of these five initiatives, is to completely transform the culture and the approach to project management within USACE.

The regulation ER 5-1-11, *USACE Business Process*, defines how USACE does business. It applies to all work in all functional areas. The USACE Project Management Business Process (PMBP) Manual provides the foundation for execution of all work accomplished by the U.S. Army Corps of Engineers. The USACE Project Management Business Process Manual establishes Corps-wide corporate business processes ensuring:

- consistency to program and project execution
- focuses on meeting customer expectations
- sets parameters for a tool to measure progress across the entire organization
- enhances our ability to function both regionally and virtually with efficient management of diverse resources

The USACE Project Management Business Processes Manual addresses both program and project level processes. There are levels of product-oriented processes and procedures below those defined in this manual, such as contract administration, design reviews, and quality management. The Manual provides the framework for execution of those product-oriented processes, while providing flexibility to adjust local procedures to meet mission needs. Some existing product-oriented processes will have to be adapted to comply with the USACE Project Management Business Process Manual.

The graphic below shows the relationships between our policy as set forth in the ER, our corporate business processes set forth in the USACE Project Management Business Process Manual, and the product-oriented processes/procedures.



PREFACE

The U.S. Army Corps of Engineers, like the Army, is in transition. That transition involves a move to a team-based organization focused on delivering projects on-time, within budget and meeting the customers’ expectations. In order to complete that transition, there is a need to adapt our culture to the project management business process environment. One aspect of that transition involves the establishment of Corps-wide business processes:

- To enable us to consistently manage all work under the Project Management Business Process (PMBP), using corporate automated information systems.
- To transcend organizational and geographical boundaries, resulting in more efficient and effective work relationships.
- To become a more customer-focused organization.
- To efficiently use limited resources.
- To enhance the use of cross-functional project delivery teams (PDT) and regional business centers.
- To transform our organization into a team-based, learning organization that operates corporately.
- To streamline and improve business practices to meet the requirements of the National Performance Review (NPR) and Government Performance Reform Act (GPRA).

The USACE Project Management Business Process Manual:

Establishes a culture of customer focus

The USACE Project Management Business Process Manual focuses on integrating customer needs and expectations, balanced with our stewardship, professional standards, and adherence to applicable laws and regulations. The USACE business processes will be reviewed and modified to meet the requirements of customer-focused cultural change.

The USACE Project Management Business Process Manual integrates the customer with empowered teams to do the right thing and through the associated Automated Information Systems (AIS) to be more responsive to information needs.

Establishes a baseline project delivery process for all work

The USACE Project Management Business Process Manual provides for each phase of project delivery for all work within the Corps of Engineers. The USACE Project Management Business Process Manual also provides the framework for execution of product-oriented processes, while providing flexibility to adjust local procedures to meet mission needs. The USACE Project Management Business Process Manual defines minimum standards for project data requirements, such as schedule and resource allocation. It will serve as a framework for effective program management at all levels across the Corps of Engineers.

The USACE Project Management Business Process Manual, with the corporate automated information systems, will allow us to support empowered Project Delivery Teams (PDT) by increasing communication and collaboration through easier access to project information. The USACE Project Management Business Process Manual reinforces the importance of thorough project planning (Project Management Plan).

Integrates corporate doctrine (ER 5-1-11) with corporate Automated Information Systems (AIS)

The USACE Project Management Business Process Manual is supported by P2, CEFMS, and various legacy systems. All work, regardless of funding source, will be managed with P2. By interfacing with other legacy systems, P2 will eliminate duplication of data inputs by having a single point of data entry and will assist PDTs in project delivery.

As a by-product of day-to-day management, P2 will satisfy project, program, and upward reporting needs through both standard and ad hoc reports designed to eliminate data calls. Furthermore, P2 ties resources to the project delivery process so we can manage workload and measure performance.

Establishes effective corporate management practices

The USACE Project Management Business Process Manual enhances our ability to effectively share resources and work, regionally and corporately.

The USACE Project Management Business Process Manual maintains a common corporate language with common definitions.

The USACE Project Management Business Process Manual uses P2 to manage current and projected workload and operating budgets, track execution, and analyze project and program trend performance, including the use of earned value.

Implements and executes corporate quality management practices

The USACE Project Management Business Process Manual will serve as the cornerstone of the USACE quality system for continuous improvement.

The USACE Project Management Business Process Manual promotes continuous improvement, incorporating lessons learned and new best practices into a corporate system.

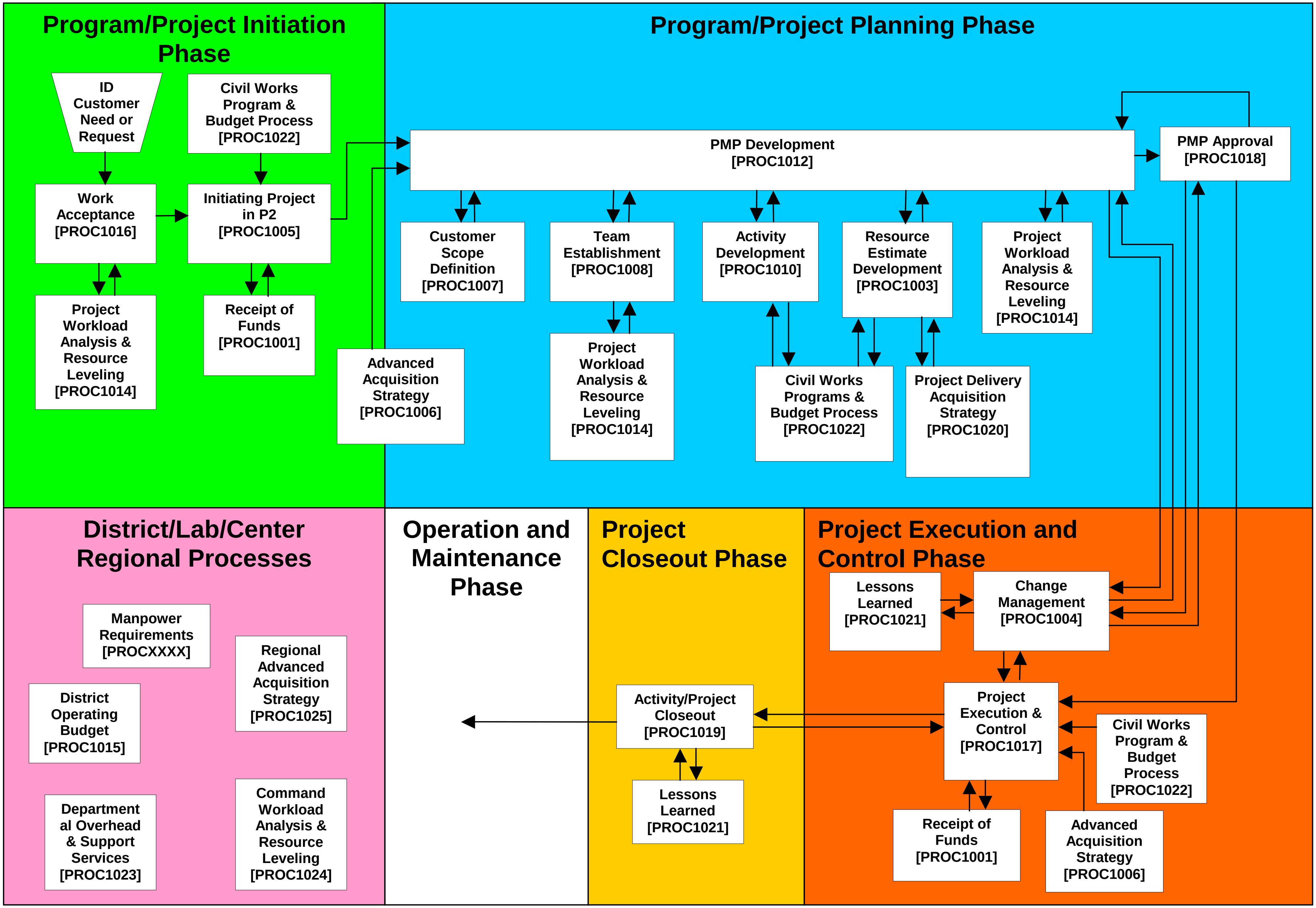
The USACE Project Management Business Process Manual will facilitate standardization and potential certification such as ISO 9000, Army Performance Improvement Criteria (APIC), or other quality systems.

Clarifies Roles

The USACE Project Management Business Process Manual clarifies PDT roles and responsibilities. Emphasis is placed upon each PDT having the right people, with the right skills, on the right job. Roles within the USACE Project Management Business Process Manual do not depend on organizational assignment.

Using P2 and the legacy systems the resource providers will have better tools for planning internal and external resource requirements, capable workforce initiatives, and long-term training requirements.

USACE Project Management Business Process Flowchart



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Work Acceptance

Scope

This process defines the steps required for individual Districts, Labs and Centers (i.e., USACE Activities) to assess their capability to accept new work from both existing and new customers, and to establish authorities and procedures for work acceptance and assigning accepted work. This process also describes how USACE activities will assign work that Headquarters and Congress have directed them to perform.

Policy

ER 5-1-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-10/entire.pdf]

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Thomas Legislative Information on the Internet[http://thomas.loc.gov]

WRDA 2000, Section 211, Interim Guidance on Services for Federal Agencies and State and Local Governments[http://www.hq.usace.army.mil/cecs-i//IISWWW/Weblinks/Section211.html]

Responsibility

The Outreach Coordinator, in coordination with the DPM, is responsible for notifying/assigning new work to the appropriate Program Manager when forwarded from a USACE employee.

The Program Manager is responsible for accepting new work within their programs on behalf of USACE or informing customers that we cannot do the work that they request.

USACE employees who receive inquiries for potential new work are responsible for notifying the appropriate Program Manager or the Outreach Coordinator.

Distribution

Major Subordinate Command (MSC) Outreach Coordinator*

Major Subordinate Command (MSC) Program Manager (PgM)*

Outreach Coordinator*

Program Manager (PgM)*

System Administrator

USACE Employee*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

Command Workload Analysis and Resource Leveling[PROC1024]

Initiating a Project in P2[PROC1005]

PMP/PgMP Content[REF1018]

Project Workload Analysis and Resource Leveling[PROC1014]

Receipt of Funds[PROC1001]

Team Establishment[PROC1008]

Activity Preface

This process is performed whenever new work is directed from HQUSACE or requested by existing or new customer. After work is accepted using this process, go to *Initiating a Project in P2[PROC1005].*

USACE Employee

1. Receive work request.

2. Forward work request to appropriate program manager.

If uncertain of appropriate Program Manager, goto task #3. Otherwise, goto task #5.

3. Forward work request to Outreach Coordinator.

Outreach Coordinator

4. Assign to appropriate Program Manager, in coordination with DPM.

Program Manager (PgM)

5. Determine if work is inside or outside the USACE activity's Area of Responsibility (AOR) or approved by Memorandum of Agreement (MOA).

For information on the MOA, refer to *ER 5-1-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-10/entire.pdf]*

If work is inside the USACE activity's AOR or approved by MOA, goto task #6. Otherwise, goto task #15.

6. Determine if work is from an existing customer or a new customer.

If work is from existing customer, goto task #7. Otherwise, goto task #12.

7. Determine if resources are available.

Stop and complete *Project Workload Analysis and Resource Leveling[PROC1014]*.

The Project Workload Analysis and Resource Leveling process includes analysis of in-house resources and Architect Engineer (AE) requirements and options. It also describes the resource escalation process for resource availability. Availability of resources will be determined through coordination with respective resource providers.

If resources are available, goto task #8. Otherwise, goto task #10.

8. Accept work.

9. Assign and notify Project Manager and System Administrator (SA).

End of activity.

10. Coordinate within the Regional Business Center (RBC) to evaluate availability of resources in the districts within that Division.

If resources are available, goto task #8. Otherwise, goto task #11.

11. Coordinate with other RBCs throughout USACE to evaluate availability of resources in the districts within other Divisions.

Goto task #8.

12. Determine if work meets requirements of Thomas Amendment.

Refer to *Thomas Legislative Information on the Internet[http://thomas.loc.gov]* or *WRDA 2000, Section 211, Interim Guidance on Services for Federal Agencies and State and Local Governments [http://www.hq.usace.army.mil/cecs-i//IISWWW/Weblinks/Section211.html]* for requirement details.

If Thomas Amendment requirements are met, goto task #7. Otherwise, goto task #13.

13. Request waiver from the Thomas Amendment through Major Subordinate Command (MSC) to HQUSACE or decline work.

If a Thomas Amendment waiver is received, goto task #8. Otherwise, goto task #14.

14. Inform customer that USACE cannot accept work due to the constraints of the Thomas Amendment.

End of activity.

15. Determine if work outside the AOR meets requirements of Thomas amendment.

Refer to *Thomas Legislative Information on the Internet[http://thomas.loc.gov]* or *WRDA 2000, Section 211, Interim Guidance on Services for Federal Agencies and State and Local Governments [http://www.hq.usace.army.mil/cecs-i//IISWWW/Weblinks/Section211.html]* for requirement details.

If work outside the AOR meets requirements of Thomas Amendment, goto task #16. Otherwise, goto task #17.

16. Determine if work is within the MSC or outside the MSC.

If work is within the MSC, goto task #10. Otherwise, goto task #18.

17. Inform customer that USACE cannot accept work due to the constraints of the Thomas Amendment.

Provide customer with geographic point of contact if customer chooses to pursue Thomas Amendment waiver.

End of activity.

18. Contact MSC Outreach Coordinator or appropriate Program Manager.

Person to contact depends on type of work requested.

Major Subordinate Command (MSC) Outreach Coordinator, Major Subordinate Command (MSC) Program Manager (PgM)

19. Contact counterpart in geographic MSC where the work is scheduled to be executed.

Outreach Coordinator, Program Manager (PgM)

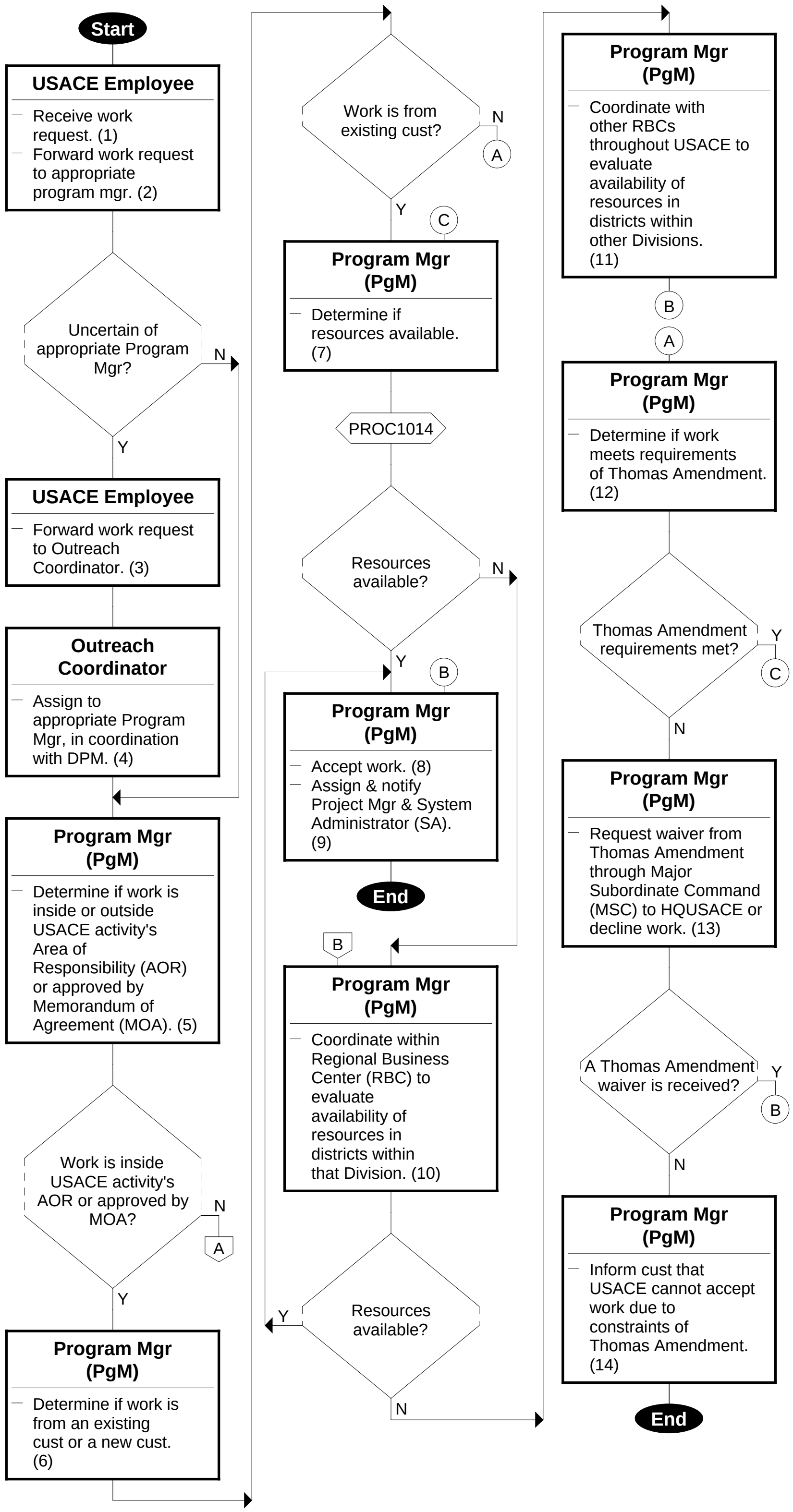
20. Collaborate with the District and MSC who originally received work request and their own MSC to determine best methods for accomplishing work.

21. Accept work.

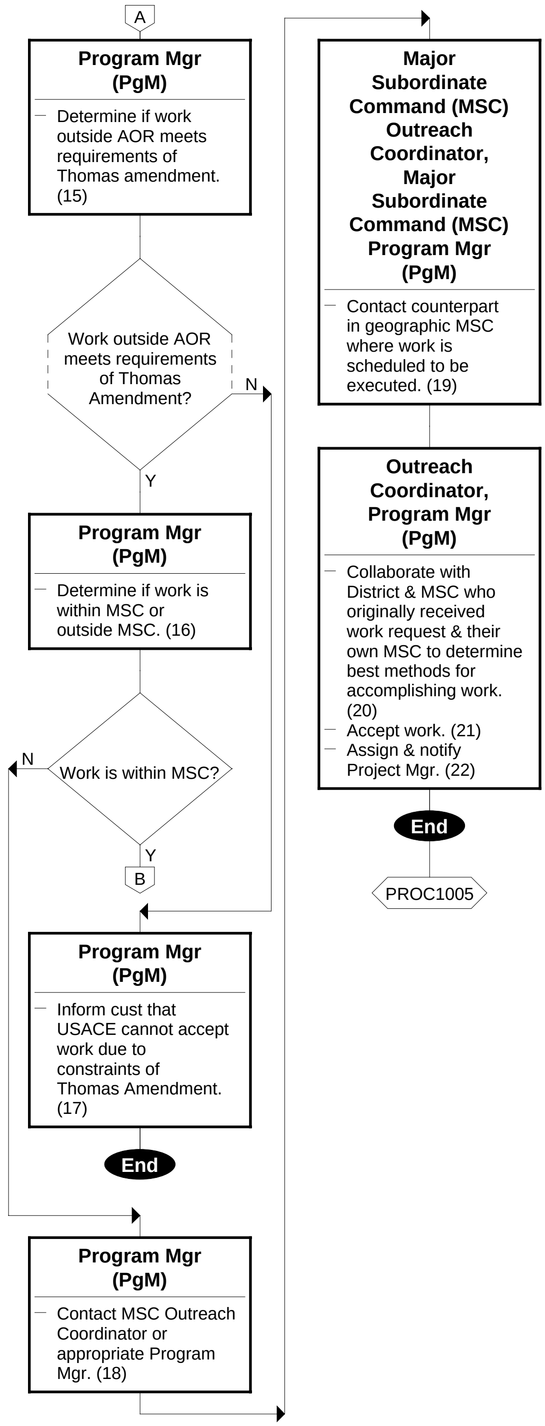
22. Assign and notify Project Manager.

End of activity.

Goto *Initiating A Project in P2[PROC1005]*.



Work Acceptance Flowchart



Work Acceptance Flowchart (continued)

Project Workload Analysis and Resource Leveling

Scope

This process defines the means by which Project Managers (PM), Resource Providers, Corporate Board, and Regional Management Board (RMB) accomplish resource planning for the current fiscal year (CFY). All but the RMB will also use this process for the budget year (BY) and the year beyond the budget year (BY+1). For BY and BY+1, the RMB will use *Command Workload Analysis & Resource Leveling[PROC1024]*.

Projections of an organization's BY and BY+1 activities will be estimated based on best available information which may not be fully developed. Nevertheless, even a rough estimate based on PMPs, or other written documents will be worthwhile in anticipating workload in the outyears and therefore useful in the analysis.

Policy

Consolidated Command Guidance[http://www.usace.army.mil/inet/functions/rm/regs/regs.htm]

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Responsibility

The Business Management Office (BMO), in support of the Regional Management Board, is responsible for extracting Division workload and resource data for CFY, BY, and BY+1 from P2 and analyzing foreseeable workload/resource problems for organizations or functions deviating from the limits on the Quarterly Trigger Values Chart in the *Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008]*. They are also responsible for communicating and documenting all RMB decisions made by both the RMB and the MSC Commander.

The Corporate Board and/or Project Review Board is responsible for deciding all unresolved resource conflicts between the PM and Resource Providers.

The Project Delivery Team (PDT) is responsible for developing project data to a functional or lowest organizational level for CFY, BY, and BY+1. P3e provides capability to assign a role to each individual resource assignment.

Resource Providers are responsible for extracting data from P2 to analyze and determine scope, methods of accomplishment, cost & distribution for activities identified by project delivery teams in CFY, BY, and BY+1. They are also responsible for ensuring adequate resources are available to meet the mission requirements and assigning roles to individual resources.

The Regional Management Board (RMB) is responsible for resolving CFY resource conflicts referred by Corporate Boards. In addition, under *Command Workload Analysis & Resource Leveling[PROC1024]*, the RMB is responsible for developing strategic plans regarding personnel acquisition or dismissal, contract type and quantity, development of regional centers of expertise, etc, in order to posture the Regional Business Center for the most efficient and effective future mission performance.

Distribution

Business Management Office (BMO)*

Corporate Board*

Major Subordinate Command (MSC) Commander*

Project Delivery Team (PDT)

Regional Management Board (RMB)*

Resource Provider(s)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

CEFMS Cost of Doing Business Cookbook[http://www.usace.army.mil/inet/functions/rm/rmpg/revcook.pdf]

Change Management[PROC1004]

Command Workload Analysis & Resource Leveling[PROC1024]

PMP Development[PROC1012]

Resource Estimate Development[PROC1003]

Resource Forecast Analysis Annual Schedule[REF1009]

Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008]

Team Establishment[PROC1008]

Work Acceptance[PROC1016]

Activity Preface

This process is performed whenever workload and resource availability are being analyzed. This can occur when evaluating whether work should be accepted (see *Work Acceptance[PROC1016])*, or the impact of changes to existing projects/programs (see *Change Management[PROC1004]*).

When this process is complete, return to the calling process: *Work Acceptance[PROC1016]*, *PMP Development [PROC1012]*, or *Team Establishment[PROC1008]*.

Resource Provider(s)

1. Obtain district workload analysis report from P2.

   P2 reporting requirements are currently under development.

2. Evaluate how the organization can provide resources necessary to execute the requested products and services.

   Priority for resource assignment shall be weighed on a regional basis as compared to the outsourcing percentage goals and customer preference.

3. Evaluate activities for lowest organizational level or functional employees.

   The level-of-effort calculation is based on resource durations in P2. Real life constraints will not allow USACE employees to devote 100% of their effort to one activity on one project at a time. In order to provide better schedules to the project delivery team and other stakeholders, and to provide better workload analyses to Resource Providers, a computation is provided to compute productive time (effective hours) available per FTE.

   To see the computation, refer to Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008].

   A report showing rollups for function and organization workload for month or fiscal year is available. Considering the staff availability and capability, resource providers will determine CFY excess capacity or workload. As a rule, CFY workload will be acceptable if within the upper and lower limits shown in the Quarterly Trigger Values Chart within *Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008]*. Eighty percent of the effective hours is the recommended target for annual workload during the first quarter of the CFY, or during the BY or BY+1. Some organizations may have higher or lower workload targets, but in no case should the annual target workload be more than 100% of effective hours.

If workload conflict exists, goto task #4. Otherwise, end of activity.

4. Work with Project Managers to change activity scope/schedule to resolve their team member's CFY workload conflicts.

   Project managers also includes program managers for Support Services as defined in the ER 5-1-11 in conjunction with the development of Program Management Plans (PgMP).

If workload conflict remains, goto task #5. Otherwise, end of activity.

Corporate Board

5. Determine if other alternatives are available to resolve conflict.

   The DPM is responsible for communicating and documenting the Corporate Board decisions to the district.

If workload conflicts are resolved, end of activity. Otherwise, goto task #6.

Business Management Office (BMO)

6. Execute P2 Regional Resource Workload Analysis.

7. Advise Regional Management Board (RMB) of recommendation.

   Business Management Office (BMO) is responsible for communicating and documenting all RMB decisions made by both the RMB and the MSC Commander.

Regional Management Board (RMB)

8. Recommend solution to MSC Commander.

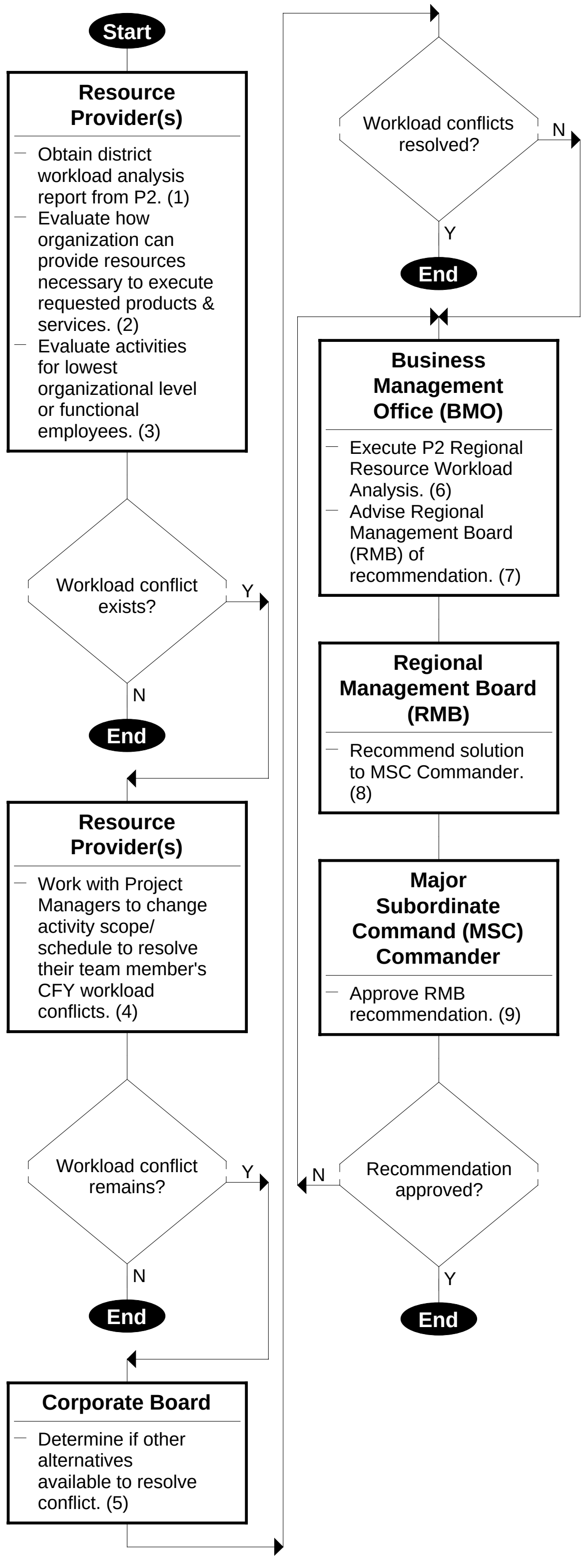
   Refer to *Command Workload Analysis & Resource Leveling[PROC1024]*.

Major Subordinate Command (MSC) Commander

9. Approve RMB recommendation.

If recommendation approved, end of activity. Otherwise, goto task #6.

End of activity.



Project Workload Analysis and Resource Leveling Flowchart

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Initiating a Project in P2

Scope

This process defines initial procedures for entering a project into P2. These procedures are required before a Project Manager (PM) and Project Delivery Team (PDT) can begin creating the project activities, establishing a schedule, and entering resource estimates.

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Responsibility

The Project Manager (PM) is responsible for ensuring the project is established promptly in P2 and CEFMS. The Project Manager (PM) should verify that the project work item has been created.

The P2 System Administrator (SA) is responsible for the creation of the project in P2.

Distribution

Project Manager (PM)*

System Administrator (SA)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

PMP Development[PROC1012]

PMP/PgMP Content[REF1018]

Receipt of Funds[PROC1001]

Work Acceptance[PROC1016]

Activity Preface

This process explains how a project will be initiated in P2, once that project has been defined as outyear/unfunded work (refer to *PMP/PgMP Content[REF1018]*), or the U.S. Army Corps of Engineers receives or accepts new work (see *Work Acceptance[PROC1016])*. This involves the PM communicating with the System Administrator about required data needed for the PM to continue with the work management process *PMP Development[PROC1012]* and related processes in P2.

At the completion of this process, the system has created a project in P2, as well as a project work item in CEFMS. At this time, the *Receipt of Funds[PROC1001]* process needs to be evaluated.

Project Manager (PM)

1. Receive Work Acceptance from DPM.

   Other relevant project background information will also be provided by the DPM.

If a new project in P2, goto task #2. Otherwise, goto task #5.

2. Furnish necessary info to System Administrator (SA).

   Such as appropriate template name/type, etc. Responsible employee needs to be part of that. The "template" may be an existing project that can be used as a template and more completely populate the project with data.

   Some info may come into the system from HQ USACE.

System Administrator (SA)

3. Select & copy appropriate project template or existing project in P2.

4. Enter project information into quick entry setup based on information from Project Manager.

   The default status for new projects is 'New'.

   The system interface will create project in P3e via P3e/Oracle Projects Interface. The P3e/Oracle Projects interface is under development.

   The system interface will create project work item in CEFMS via CEFMS/P2 Interface. The CEFMS/P2 Interface is under development.

   The system interface will also electronically notify the PM that the project has been created in P2.

Project Manager (PM)

5. Determine if funds have been received.

If funds are received, stop and complete *Receipt of Funds[PROC1001]*. Otherwise, goto task #6.

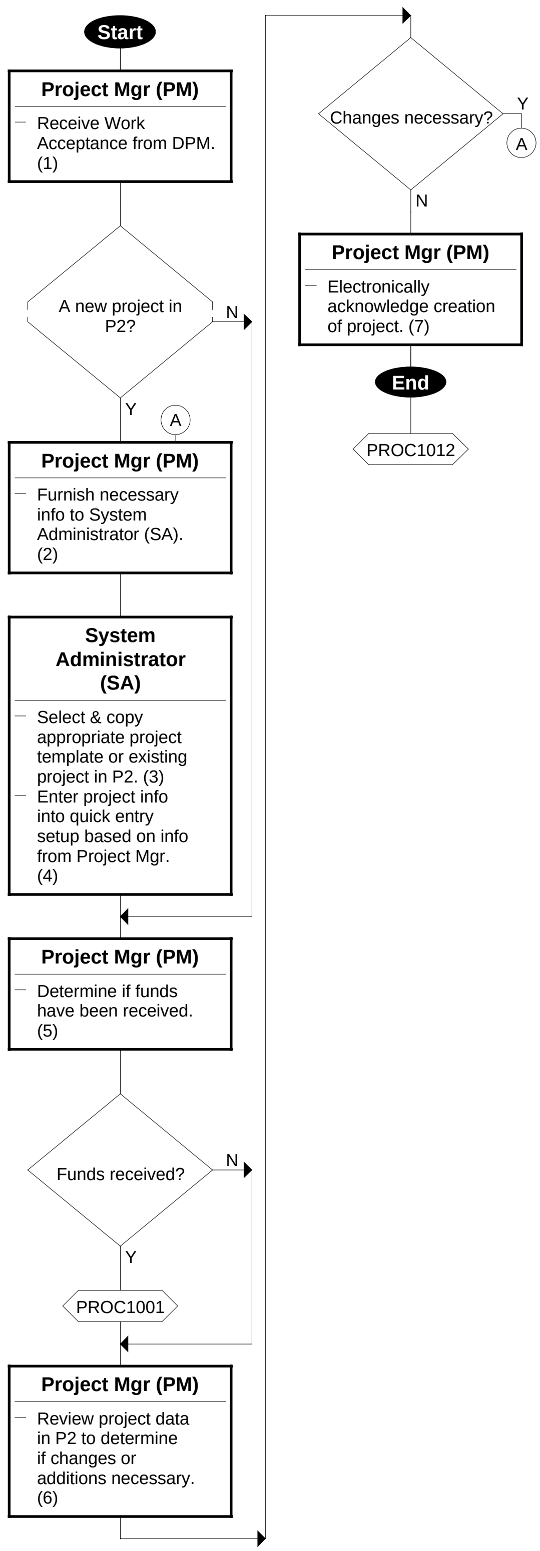
6. Review project data in P2 to determine if changes or additions are necessary.

If changes necessary, goto task #2. Otherwise, goto task #7.

7. Electronically acknowledge creation of project.

End of activity.

Goto _PMP Development[PROC1012]_.



Initiating a Project in P2 Flowchart

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Civil Works Program and Budget Process

Scope

This process provides guidance for development and submission of the budget for the U.S. Army Corps of Engineers, Civil Works program. The process for a given fiscal year extends over a 21-month period. Therefore, budgetary actions among current CFY, BY, and PY overlap.

- Saving a "Constrained" budget-type in P3e will automatically trigger the P3e-Oracle Projects interface to pass "Constrained" budget-type to Oracle Projects. P2 will notify the Program Analyst that the "Constrained" budget-type has been sent to Oracle Projects.

- Once PM does recommended plan, then project is fit into ceiling, and adjustments need to be made back to PM.

Policy

EC 11-2-18x[http://www.usace.army.mil/inet/usace-docs/eng-circulars/ec-cw.html] (Note: The EC increases by one number each fiscal year. The EC includes a list of all applicable public laws, Executive orders, Army regulations, Engineer Regulations, Engineer Pamphlets, Engineer Manuals, and other policy guidance relevant to the budget year under development.)

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

Related Processes

CEMRS Home Page[http://www.usace.army.mil/inet/functions/rm/manpower/requirements/]

Civil Works O&M Automated Budget System (ABS) Home Page[http://www.cecer.army.mil/abs/default.asp]

Civil Works Program and Budget Process-Section 1[PROC1027]

Civil Works Program and Budget Process-Section 2[PROC1028]

Civil Works Program and Budget Process-Section 3[PROC1029]

Civil Works Program And Budget Process-Section 4[PROC1030]

Civil Works Program and Budget Process-Section 5[PROC1031]

District Operating Budget[PROC1015]

PMP/PgMP Content[REF1018]

Project Execution and Control[PROC1017]

Receipt of Funds[PROC1001]

Responsibility

The Program Managers (PgMs) in HQUSACE, MSCs, and Districts are responsible for integrating and developing the Civil Works annual budget request, preparation of budget testimony, interfacing with Congressional committees, program/project management policy and guidance, and program management and performance.

Distribution

District Program Manager (PgM)*

Headquarters (HQUSACE) Program Manager (PgM)*

Major Subordinate Command (MSC) Program Manager (PgM)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

Activity Preface

This process runs concurrently with the PDT processes. The level of detail defined in *PMP/PgMP Content[REF1018]* will provide guidance for such items as activity/resource estimate development. *Receipt of Funds[PROC1001]* will involve the work allowance, as well as the Continuing Resolution Authority (CRA). A verification with the *District Operating Budget[PROC1015]* is done once funds are received. Complete the program and budget cycle by continuing with *Project Execution and Control[PROC1017]*.

Headquarters (HQUSACE) Program Manager (PgM), Major Subordinate Command (MSC) Program Manager (PgM), District Program Manager (PgM)

1. Develop and integrate the program and budget guidance per the following schedule:

   - Initial Activities (Start about 21 months before the beginning of the program year).

     a. FEBRUARY – Initial OMB ceiling.

     b. FEBRUARY OR EARLIER – Preparation of Cost Estimates, including Schedule and Cost Change Requests (SACCR's).

     c. MARCH/APRIL/MAY – Preparation of draft field program and budgetary requirements and supporting justification.

     d. MARCH/APRIL – HQUSACE (CECW-B) issues Program and Budget Engineer Circular (EC 11-2-xxx) guidance for major appropriations.

   - Initial Field Submission and HQUSACE Review.

a. MAY/JUNE – Field preparation, review and submission of alternative level programs.

b. JUNE/JULY/AUGUST – HQUSACE/OASA(CW) review and evaluation.

c. AUGUST – OMB may adjust ceiling and budget criteria.

Refer to *Civil Works Program and Budget Process-Section 3[PROC1029]*.

- HQUSACE Budget Allowance and OMB Submission.

a. AUGUST – HQUSACE advises Divisions and Districts of allowances to be used for presentation to OMB.

b. AUGUST – HQUSACE prepares and presents overall Corps budget summary to OASA(CW).

c. AUGUST/SEPTEMBER – Field preparation of supporting data to justify budget.

d. SEPTEMBER – Final OASA(CW) review.

e. OCTOBER – Transmittal of recommendations to OMB and OMB hearings and review.

Refer to *Civil Works Program and Budget Process-Section 1[PROC1027]*.

- OMB Budget Allowance (Passback).

a. NOVEMBER – OMB furnishes thru OASA(CW) to HQUSACE overall budget allowance for programs, studies, and projects.

b. DECEMBER – Preparation of the final budget submission in support of the OMB allowances.

- Congressional Submission.

a. DECEMBER/JANUARY – Final budget justification and other budgetary information are submitted to HQUSACE through the Division.

b. JANUARY/FEBRUARY – HQUSACE prepares additional supporting information on the Corps budget.

c. FEBRUARY – President submits his budget to Congress no later than the first Monday in February. HQUSACE furnishes detailed justifications and supporting data to the Congressional Committees.

d. DECEMBER/JANUARY/FEBRUARY – Districts, Divisions, and HQUSACE prepare additional information needed by the Division Commander, Director of Civil Works, Chief of Engineers, and ASA(CW) to defend the President's Budget request before Congress.

Refer to *Civil Works Program and Budget Process-Section 2[PROC1028]*.

- Defense Before Congress.

   a. FEBRUARY – Assistant Secretary of the Army (Civil Works) and Chief of Engineers (Policy Statements).

   b. FEBRUARY – Division Commanders (Status Reports).

   c. FEBRUARY – Director of Civil Works, Remaining Items.

   d. MARCH/APRIL – Non-Departmental and Local Interests testimony (support and opposition).

   e. JUNE – Senate Recall Testimony (Director of Civil Works), when scheduled (last time was in 1980).

   Refer to *Civil Works Program And Budget Process-Section 4[PROC1030]*.

- Appropriations Bill (Customarily originates in the House).

   a. MAY – House Subcommittee on Energy and Water Development reports its recommendations to the Appropriations Committee.

   b. JUNE – Committee makes recommendations to the full House.

   c. JUNE – House Bill passed, possibly with floor amendments, and sent to the Senate.

   d. JUNE – Senate Subcommittee on Energy and Water Development reports its recommendations to the Appropriations Committee.

   e. JUNE/JULY – Committee makes recommendations to the full Senate and Bill is passed, possibly with floor amendments.

   f. JULY – House and Senate Appropriations Committees meet jointly as the Committee of the Conference to resolve differences in their respective Bills.

   g. JULY/SEPTEMBER – Conference Committee version of the Bill is presented to the full House and Senate for passage (amendments beyond Conference agreement not permitted).

   h. JULY/SEPTEMBER – Congress sends Bill to the President for signature (President has ten days, excluding Sundays, to sign or veto... otherwise, Bill automatically becomes law).

- Allotments of Appropriated Funds.

   a. OMB must apportion funds to HQUSACE 30 days after appropriation or 20 days before 1 October, whichever is later.

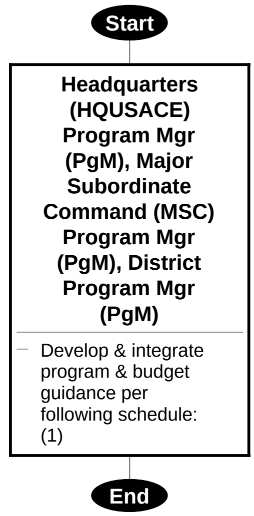
   b. HQUSACE issues initial work allowances and allotments to Districts through the Divisions by 1 October (or later if appropriations and/or apportionments are late, which may constitute a continuing resolution (CRA) for which additional guidance is provided).

   c. Throughout the fiscal year, program execution schedules are developed, monitored, and adjusted as needed.

d. Program execution performance is briefed to the Chief of Engineers at the quarterly Command Management Reviews (CMR), attended by Division commanders.

Refer to *Civil Works Program and Budget Process-Section 5[PROC1031]*.

End of activity.



Civil Works Program and Budget Process Flowchart

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Civil Works Program and Budget Process-Section 1

Scope

This process provides guidance for development and submission of the budget for the U.S. Army Corps of Engineers, Civil Works program.

- Saving a budget type in P3e will automatically trigger the P3e-Oracle Projects interface to pass "President's Budget" budget-type to Oracle Projects. P2 will notify the Program Analyst that the "President's Budget" budget-type has been sent to Oracle Projects.

- Once PM does recommended plan, then project is fit into ceiling, and adjustments need to be made back to PM.

Policy

EC 11-2-18x[http://www.usace.army.mil/inet/usace-docs/eng-circulars/ec-cw.html] (Note: The EC increases by one number each fiscal year. The EC includes a list of all applicable public laws, Executive orders, Army regulations, Engineer Regulations, Engineer Pamphlets, Engineer Manuals, and other policy guidance relevant to the budget year under development.)

Related Processes

Activity Development[PROC1010]

CEMRS Home Page[http://www.usace.army.mil/inet/functions/rm/manpower/requirements/]

Civil Works O&M Automated Budget System (ABS) Home Page[http://www.cecer.army.mil/abs/default.asp]

Civil Works Program and Budget Process[PROC1022]

Civil Works Program and Budget Process-Section 2[PROC1028]

Civil Works Program and Budget Process-Section 3[PROC1029]

Civil Works Program And Budget Process-Section 4[PROC1030]

Civil Works Program and Budget Process-Section 5[PROC1031]

District Operating Budget[PROC1015]

Initiating a Project in P2[PROC1005]

PMP/PgMP Content[REF1018]

Resource Estimate Development[PROC1003]

Responsibility

The Program Managers (PgMs) in HQUSACE, MSCs, and Districts are responsible for integrating and developing the Civil Works annual budget request, preparation of budget testimony, interfacing with Congressional committees, program/project management policy and guidance, and program management and performance.

The Project Manager (PM) is responsible for creating, updating and maintaining schedule/resource data consistent with guidance provided by HQUSACE.

The Program Analyst/Budget Analyst is responsible for creating appropriate budget types in P2, and preparing/updating PB-3's and PB-2a's and District appropriation list per HQUSACE guidance.

The Project Review Board (PRB) is responsible for reviewing and verifying the appropriation list for accuracy and concurrence.

Distribution

Budget Analyst (BA)*

District Program Manager (PgM)*

Headquarters (HQUSACE) Program Manager (PgM)*

Major Subordinate Command (MSC) Program Manager (PgM)*

Program Analyst (PA)*

Project Manager (PM)*

Project Review Board (PRB)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

Activity Preface

This process may be the first time a project is entered in P2 via *Initiating a Project in P2[PROC1005]*. This process runs concurrently with the PDT processes. The level of detail defined in *PMP/PgMP Content[REF1018]* will provide guidance for such items as activity/resource estimate development (refer to *Activity Development[PROC1010], Resource Estimate Development[PROC1003]*.)

Headquarters (HQUSACE) Program Manager (PgM)

1. Release Civil Works Direct Program, Program Development Guidance Fiscal Year 20XX.

Major Subordinate Command (MSC) Program Manager (PgM)

2. Forward HQ guidance with supplemental implementation guidance to the District Program Management.

District Program Manager (PgM)

3. Provide HQ/MSC guidance with supplemental implementation guidance to the Project Managers.

Project Manager (PM)

If project is registered in P2, goto task #4. Otherwise, Stop and Complete *Initiating a Project in P2[PROC1005]*.

4. Make a copy of the current budget type of the project in P3e.

5. Update the copy consistent with MSC and HQ guidance and save as the "President's Budget Request".

   - Only projects in the budget will require budgetary types.

   - Refer to *Activity Development[PROC1010]* and *Resource Estimate Development[PROC1003]*.

Program Analyst (PA), Budget Analyst (BA)

6. Create additional budget version in Oracle Projects for copied budget types of each project, as needed.

   - This creates an initial set of budget versions of each project budget-type (President's Budget, Recommended, and Capability).

7. Verify PB-3's and PB-2A's in Oracle Projects (for projects with CG funding only).

   - PB-3 will be updated at least once a year.

   - Run report for PB-3's and PB-2a's

8. Prepare General Investigation (GI), Construction General (CG), Operations and Maintenance (O&M) programs for district verification.

9. Verify project info for accuracy with previous budget guidance.

10. Run report listing studies and projects for each appropriation.

Project Review Board (PRB)

11. Review and verify list of studies and projects.

If list is verified, goto task #12. Otherwise, goto task #4.

District Program Manager (PgM)

12. Create Online Justification Sheets

13. Notify MSC of approved President's Budget, Recommended program, and Justification Sheets.

Major Subordinate Command (MSC) Program Manager (PgM)

14. Analyze and verify Division rollup of program data.

15. Notify HQ of approved President's Budget, Recommended program.

If program is approved, goto task #16. Otherwise goto task #2.

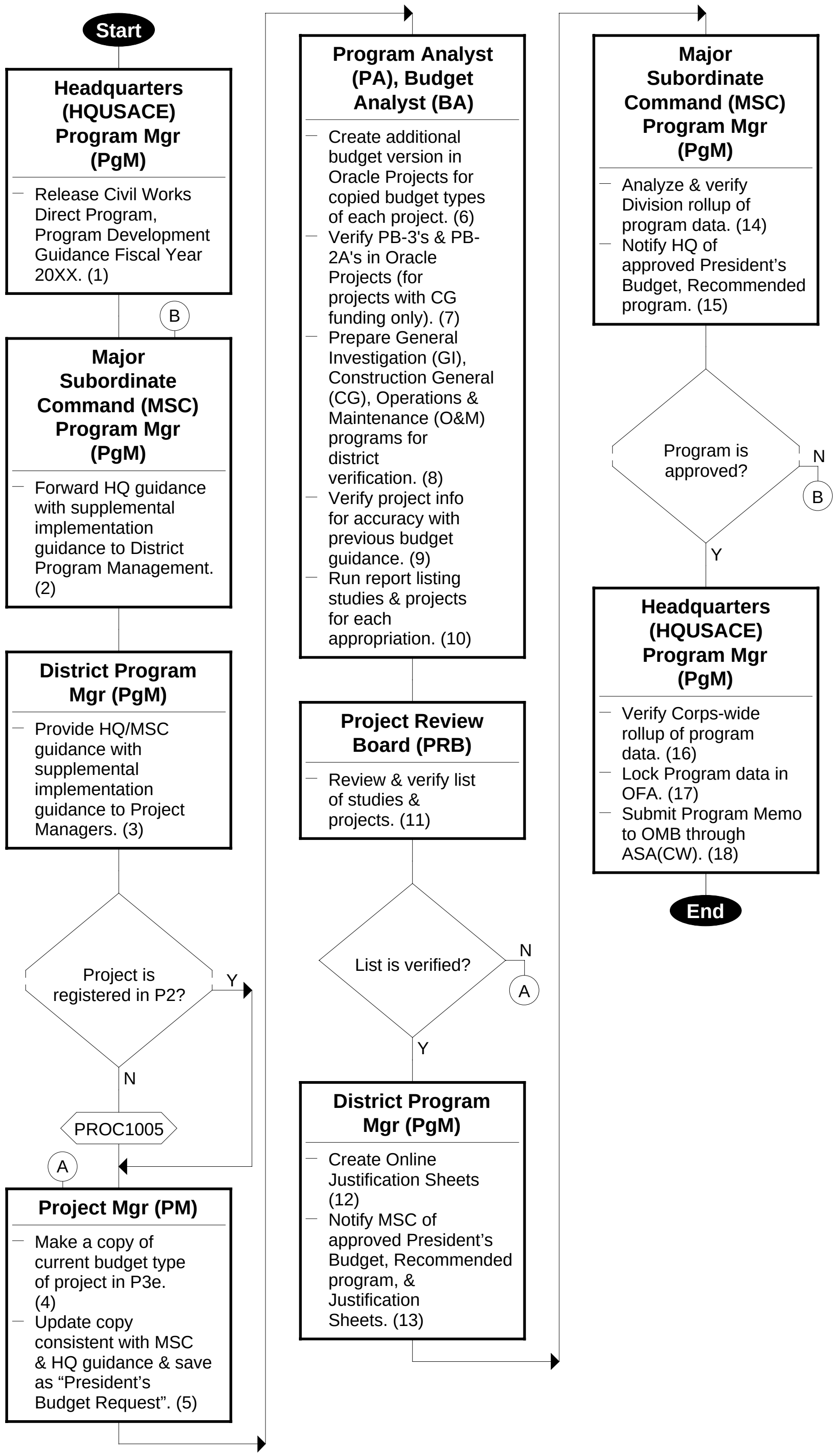
Headquarters (HQUSACE) Program Manager (PgM)

16. Verify Corps-wide rollup of program data.

17. Lock Program data in OFA.

18. Submit Program Memo to OMB through ASA(CW).

End of activity.



Civil Works Program and Budget Process-Section 1 Flowchart

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Civil Works Program and Budget Process-Section 2

Scope

This process provides guidance for development and submission of the budget for the U.S. Army Corps of Engineers, Civil Works program.

- Saving a budget type in P3e will automatically trigger the P3e-Oracle Projects interface to pass "President's Budget" budget-type to Oracle Projects. P2 will notify the Program Analyst that the "President's Budget" budget-type has been sent to Oracle Projects.

- Once PM does recommended plan, then project is fit into ceiling and adjustments need to be made back to PM.

Policy

EC 11-2-18x[http://www.usace.army.mil/inet/usace-docs/eng-circulars/ec-cw.html] (Note: The EC increases by one number each fiscal year. The EC includes a list of all applicable public laws, Executive orders, Army regulations, Engineer Regulations, Engineer Pamphlets, Engineer Manuals, and other policy guidance relevant to the budget year under development.)

Related Processes

Activity Development[PROC1010]

CEMRS Home Page[http://www.usace.army.mil/inet/functions/rm/manpower/requirements/]

Civil Works O&M Automated Budget System (ABS) Home Page[http://www.cecer.army.mil/abs/default.asp]

Civil Works Program and Budget Process [PROC1022]

Civil Works Program and Budget Process-Section 1[PROC1027]

Civil Works Program and Budget Process-Section 3 [PROC1029]

Civil Works Program And Budget Process-Section 4[PROC1030]

Civil Works Program and Budget Process-Section 5[PROC1031]

District Operating Budget[PROC1015]

Initiating a Project in P2[PROC1005]

PMP/PgMP Content[REF1018]

Resource Estimate Development[PROC1003]

Responsibility

The Program Managers (PgMs) in HQUSACE, MSCs, and Districts are responsible for integrating and developing the Civil Works annual budget request, preparation of budget testimony, interfacing with Congressional committees, program/project management policy and guidance, and program management and performance

The Project Manager (PM) is responsible for creating, updating and maintaining schedule/resource data consistent with guidance provided by HQUSACE.

The Program Analyst (PA) is responsible for creating appropriate budget types in P2.

The Project Review Board (PRB) is responsible for reviewing and verifying the testimony preparedness for accuracy and concurrence.

Distribution

District Program Manager (PgM)*

Headquarters (HQUSACE) Program Manager (PgM)*

Major Subordinate Command (MSC) Program Manager (PgM)*

Program Analyst (PA)*

Project Manager (PM)*

Project Review Board (PRB)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

Activity Preface

This process runs concurrently with the PDT processes. The level of detail defined in *PMP/PgMP Content[REF1018]* will provide guidance for such items as activity/resource estimate development (refer to *Activity Development[PROC1010]*, and *Resource Estimate Development[PROC1003]*.)

Headquarters (HQUSACE) Program Manager (PgM)

1. Interpret OMB Passback information and reclama as appropriate (submits guidance or results to MSCs and Districts.)

Program Analyst (PA)

2. Create “Passback” budget-type data in Oracle Projects, as required by HQ to agree with Passback.

- This action may require generation of P3e RECLAMA version to assess impacts of budget change, otherwise the change may be contained in Oracle Projects and accomplished by the Program Manager.

3. Revise Justification Sheets for GI & CG and Justification of Estimate for O&M for projects, as required.

4. Complete online forms for Q&A, testimony preparedness review, Justification Sheets, etc.

Project Manager (PM)

5. Verify accuracy of Justification Sheets.

If approved, goto task #6. Otherwise, goto task #3.

6. Submit Justification Sheets to Major Subordinate Command (MSC).

Major Subordinate Command (MSC) Program Manager (PgM)

7. Review Justification Sheets.

If approved, goto task #8. Otherwise, goto task #3.

8. Notify HQUSACE when Justification Sheets approved.

Headquarters (HQUSACE) Program Manager (PgM)

9. Review Justification Sheets.

If approved, goto task #10. Otherwise, goto task #3.

District Program Manager (PgM)

10. Develop Questions and Answers (Q&A's) to address Congressional issues/questions for all studies and projects in coordination with District staff, MSC and HQUSACE.

11. Complete online forms for issues of interest, Q&A, maps, pictures, powerpoints etc.

Project Review Board (PRB)

12. Review and approve testimony preparedness review for proposed projects and studies.

District Program Manager (PgM)

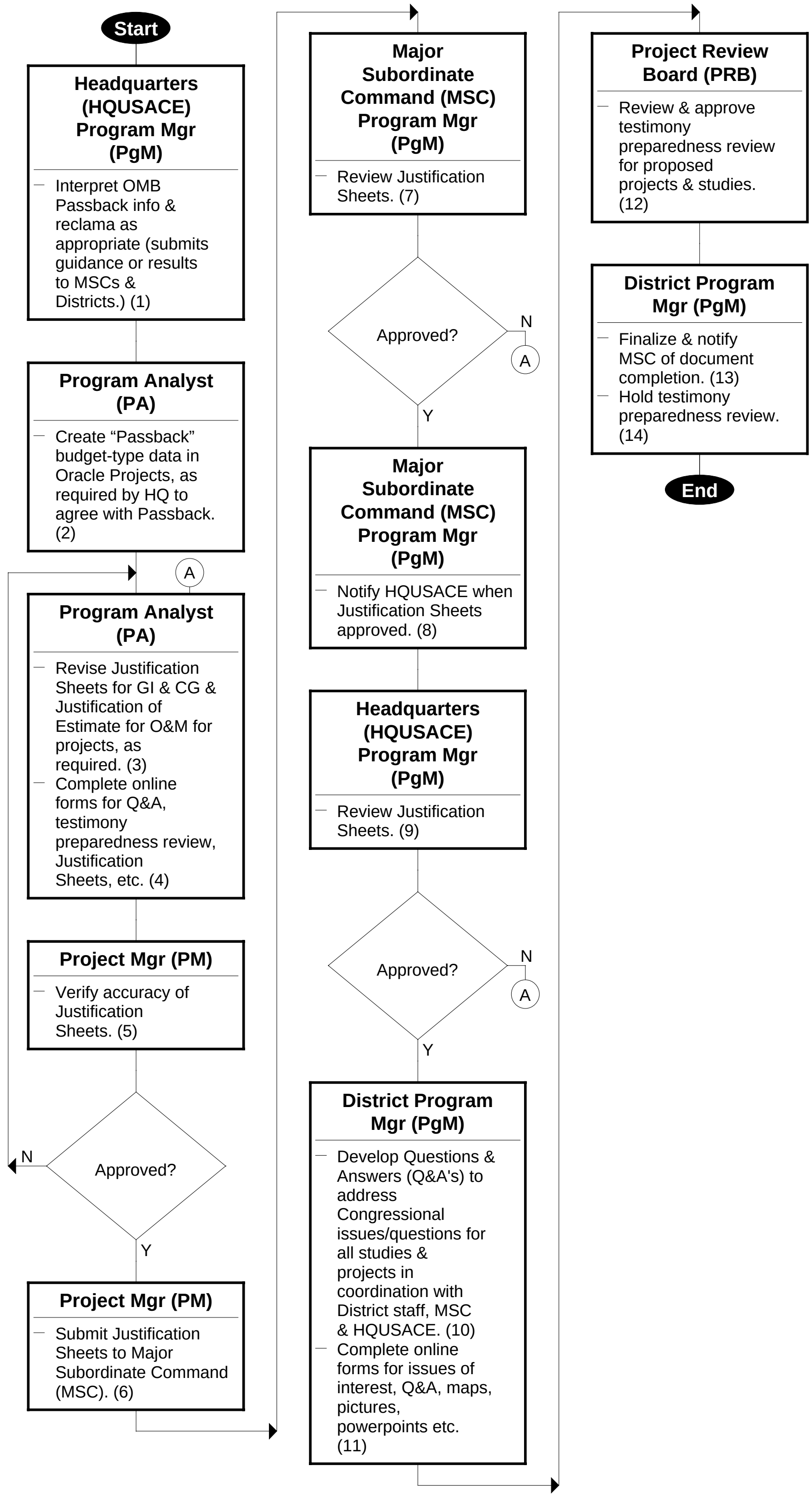
13. Finalize and notify MSC of document completion.

Deliver budget books to MSC.

14. Hold testimony preparedness review.

    During this time, the President's Budget may be released.

End of activity.



Civil Works Program and Budget Process-Section 2 Flowchart

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Civil Works Program and Budget Process-Section 3

Scope

This process provides guidance for development and submission of the budget for the U.S. Army Corps of Engineers, Civil Works program.

- Saving a budget type in P3e will automatically trigger the P3e-Oracle Projects interface to pass "President's Budget" budget-type to Oracle Projects. P2 will notify the Program Analyst that the "President's Budget" budget-type has been sent to Oracle Projects.

- Once PM does recommended plan, then project is fit into ceiling, and adjustments need to be made back to PM.

Policy

EC 11-2-18x[http://www.usace.army.mil/inet/usace-docs/eng-circulars/ec-cw.html] (Note: The EC increases by one number each fiscal year. The EC includes a list of all applicable public laws, Executive orders, Army regulations, Engineer Regulations, Engineer Pamphlets, Engineer Manuals, and other policy guidance relevant to the budget year under development.)

Related Processes

Activity Development[PROC1010]

CEMRS Home Page[http://www.usace.army.mil/inet/functions/rm/manpower/requirements/]

Civil Works O&M Automated Budget System (ABS) Home Page[http://www.cecer.army.mil/abs/default.asp]

Civil Works Program and Budget Process[PROC1022]

Civil Works Program and Budget Process-Section 1[PROC1027]

Civil Works Program and Budget Process-Section 2[PROC1028]

Civil Works Program And Budget Process-Section 4[PROC1030]

Civil Works Program and Budget Process-Section 5[PROC1031]

District Operating Budget[PROC1015]

Initiating a Project in P2[PROC1005]

PMP/PgMP Content[REF1018]

Resource Estimate Development[PROC1003]

Responsibility

The Program Managers (PgMs) in HQUSACE, MSCs, and districts are responsible for integrating and developing the Civil Works annual budget request, preparation of budget testimony, interfacing with Congressional committees, program/project management policy and guidance, and program management and performance.

The Project Manager is responsible for creating, updating and maintaining schedule/resource data consistent with guidance provided by HQUSACE.

Distribution

District Program Manager (PgM)*

Major Subordinate Command (MSC) Program Manager (PgM)*

Project Manager (PM)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

Activity Preface

This process runs concurrently with the PDT processes. The level of detail defined in *PMP/PgMP Content[REF1018]* will provide guidance for such items as activity/resource estimate development (refer to *Activity Development[PROC1010]*, and *Resource Estimate Development[PROC1003]*.)

Project Manager (PM)

1. Make a copy of the "Current" budget-type of the project in P3e.

2. Update the copy consistent with MSC and HQ guidance and save as a "Capabilities" budget-type.

   - Only projects in the budget will require budgetary types.

   - Refer to *Activity Development[PROC1010]* and *Resource Estimate Development[PROC1003]*.

District Program Manager (PgM)

3. Create needed versions of budgets in Oracle Projects.

   - This creates an initial set of budget versions of project budget-type "Capability".

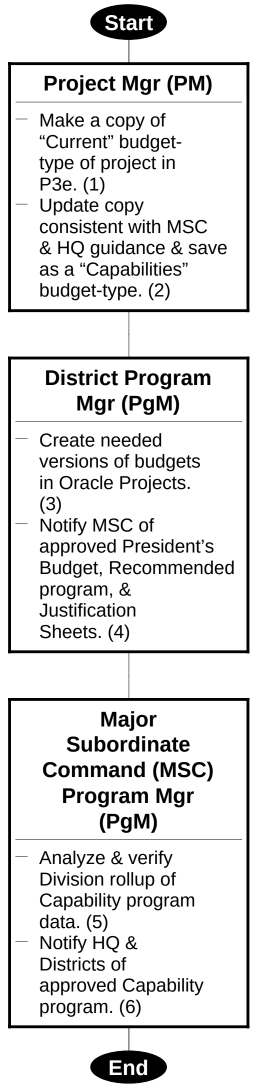
4. Notify MSC of approved President's Budget, Recommended program, and Justification Sheets.

Major Subordinate Command (MSC) Program Manager (PgM)

5. Analyze and verify Division rollup of Capability program data.

6. Notify HQ and Districts of approved Capability program.

End of activity.



Civil Works Program and Budget Process-Section 3 Flowchart

Civil Works Program and Budget Process-Section 4

Scope

This process provides guidance for development and submission of the budget for the U.S. Army Corps of Engineers, Civil Works program.

- Saving a budget type in P3e will automatically trigger the P3e-Oracle Projects interface to pass "President's Budget" budget-type to Oracle Projects. P2 will notify the Program Analyst that the "President's Budget" budget-type has been sent to Oracle Projects.

- Once PM does recommended plan, then project is fit into ceiling and adjustments need to be made back to PM.

Policy

EC 11-2-18x[http://www.usace.army.mil/inet/usace-docs/eng-circulars/ec-cw.html] (Note: The EC increases by one number each fiscal year. The EC includes a list of all applicable public laws, Executive orders, Army regulations, Engineer Regulations, Engineer Pamphlets, Engineer Manuals, and other policy guidance relevant to the budget year under development.)

Related Processes

Activity Development[PROC1010]

CEMRS Home Page[http://www.usace.army.mil/inet/functions/rm/manpower/requirements/]

Civil Works O&M Automated Budget System (ABS) Home Page[http://www.cecer.army.mil/abs/default.asp]

Civil Works Program and Budget Process[PROC1022]

Civil Works Program and Budget Process-Section 1[PROC1027]

Civil Works Program and Budget Process-Section 2[PROC1028]

Civil Works Program And Budget Process-Section 3[PROC1029]

Civil Works Program and Budget Process-Section 5[PROC1031]

District Operating Budget[PROC1015]

Initiating a Project in P2[PROC1005]

PMP/PgMP Content[REF1018]

Resource Estimate Development[PROC1003]

Responsibility

The Program Managers (PgMs) in HQUSACE, MSCs, and districts are responsible for integrating and developing the Civil Works annual budget request, preparation of budget testimony, interfacing with Congressional committees, program/project management policy and guidance, and program management and performance

The Chief of Engineers is responsible for testifying before the House and Senate Appropriation sub-committee hearings.

Distribution

Chief of Engineers*

District Program Manager (PgM)*

Headquarters (HQUSACE) Program Manager (PgM)*

Major Subordinate Command (MSC) Program Manager (PgM)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

Activity Preface

This process runs concurrently with the PDT processes. The level of detail defined in *PMP/PgMP Content[REF1018]* will provide guidance for such items as activity/resource estimate development (refer to *Activity Development[PROC1010]*, and *Resource Estimate Development[PROC1003]*.

Chief of Engineers

1. Testify before House and Senate Appropriation sub-committee hearings on President's budget request.

Headquarters (HQUSACE) Program Manager (PgM)

2. Provide requests for Congressional member fact sheets to MSCs and responsible Districts.

District Program Manager (PgM)

3. Prepare Congressional member fact sheets for Congressional members' requests to HQUSACE for submission to the Sub-Committee.
   - Accomplished by completing online form, 90% from P2, remainder in narrative text.
4. Notify MSC when Congressional member fact sheets are completed.

Major Subordinate Command (MSC) Program Manager (PgM)

5. Verify Congressional member fact sheets.

If approved, goto task #8. Otherwise, goto task #6.

District Program Manager (PgM)

6. Revise Congressional member fact sheet based on MSC feedback.

7. Notify MSC when Congressional Members' fact sheets are completed.

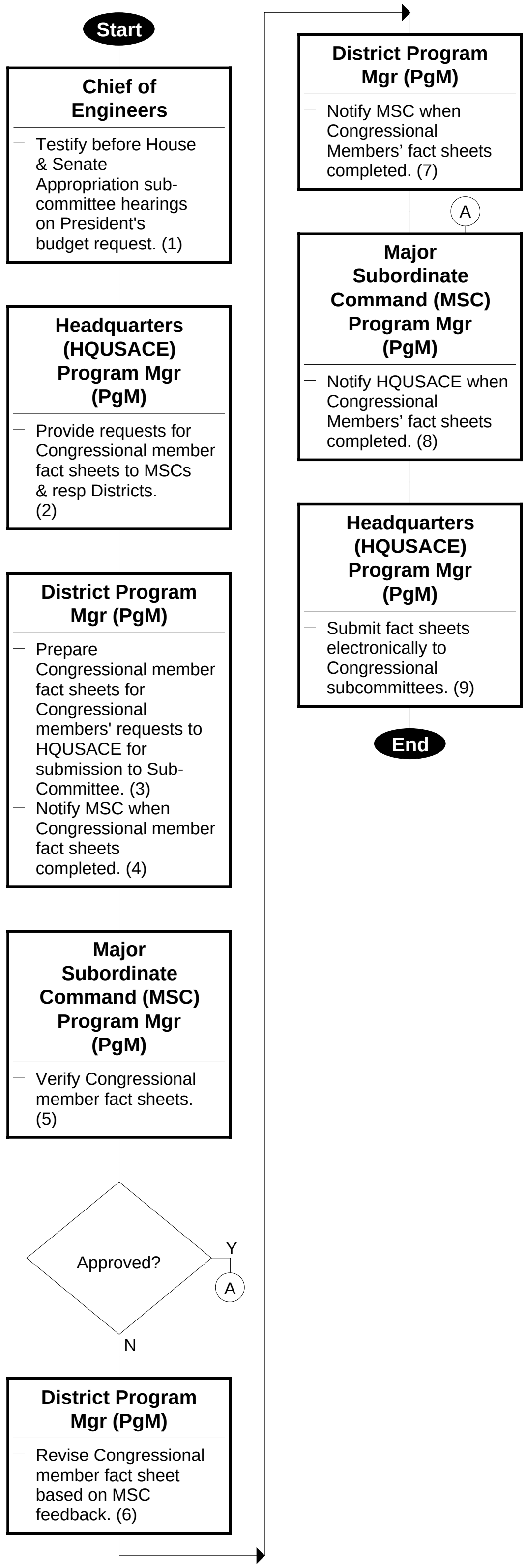
Major Subordinate Command (MSC) Program Manager (PgM)

8. Notify HQUSACE when Congressional Members' fact sheets are completed.

Headquarters (HQUSACE) Program Manager (PgM)

9. Submit fact sheets electronically to Congressional subcommittees.

End of activity.



Civil Works Program and Budget Process-Section 4 Flowchart

Civil Works Program and Budget Process-Section 5

Scope

This process provides guidance for development and submission of the budget for the U.S. Army Corps of Engineers, Civil Works program.

- Saving a budget type in P3e will automatically trigger the P3e-Oracle Projects interface to pass "President's Budget" budget-type to Oracle Projects. P2 will notify the Program Analyst that the "President's Budget" budget-type has been sent to Oracle Projects.
- Once PM does recommended plan, then project is fit into ceiling and adjustments need to be made back to PM.

Policy

EC 11-2-18x[http://www.usace.army.mil/inet/usace-docs/eng-circulars/ec-cw.html] (Note: The EC increases by one number each fiscal year. The EC includes a list of all applicable public laws, Executive orders, Army regulations, Engineer Regulations, Engineer Pamphlets, Engineer Manuals, and other policy guidance relevant to the budget year under development.)

Related Processes

CEMRS Home Page[http://www.usace.army.mil/inet/functions/rm/manpower/requirements/]

Civil Works O&M Automated Budget System (ABS) Home Page[http://www.cecer.army.mil/abs/default.asp]

Civil Works Program and Budget Process[PROC1022]

Civil Works Program and Budget Process-Section 1[PROC1027]

Civil Works Program and Budget Process-Section 2[PROC1028]

Civil Works Program and Budget Process-Section 3[PROC1029]

Civil Works Program And Budget Process-Section 4[PROC1030]

District Operating Budget[PROC1015]

PMP/PgMP Content[REF1018]

Project Execution and Control[PROC1017]

Receipt of Funds[PROC1001]

Resource Estimate Development[PROC1003]

Responsibility

The Program Managers (PgMs) in HQUSACE, MSCs, and Districts are responsible for integrating and developing the Civil Works annual budget request, preparation of budget testimony, interfacing with Congressional committees, program/project management policy and guidance, and program management and performance.

The Project Manager (PM) is responsible for creating, updating and maintaining schedule/resource data consistent with guidance provided by HQUSACE.

The Project Review Board (PRB) is responsible for reviewing and verifying the VTC fact sheets and 2101 data for accuracy and concurrence.

The Program and Budget Advisory Committee (PBAC) is responsible for verifying the budget data against the District Operating Budget.

Distribution

District Program Manager (PgM)*

Headquarters (HQUSACE) Program Manager (PgM)*

Major Subordinate Command (MSC) Program Manager (PgM)*

Program & Budget Advisory Committee (PBAC)*

Project Manager (PM)*

Project Review Board (PRB)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

Activity Preface

This process runs concurrently with the PDT processes. The level of detail defined in *PMP/PgMP Content[REF1018]* will provide guidance for such items as activity/resource estimate development. *Receipt of Funds[PROC1001]* will involve the work allowance as well as the Continuing Resolution Authority (CRA). A verification with the *District Operating Budget[PROC1015]* is done once funds are received. Complete the program and budget cycle by continuing with the *Project Execution and Control[PROC1017]* process.

Headquarters (HQUSACE) Program Manager (PgM), Major Subordinate Command (MSC) Program Manager (PgM), District Program Manager (PgM)

1. Monitor House and Senate markups and bills.
    - Conference Committee addresses differences between House and Senate bills.

If President signs appropriations bill, goto task #8. Otherwise, goto task #2.

Headquarters (HQUSACE) Program Manager (PgM)

2. Issue Continuing Resolution Authority (CRA) guidance to MSCs and Districts.

District Program Manager (PgM)

3. Review budget year program in accordance with CRA guidance.

District Program Manager (PgM), Project Manager (PM)

4. Review projects for impact to execution.

District Program Manager (PgM)

5. Inform MSC of CRA funding requirements.

Major Subordinate Command (MSC) Program Manager (PgM)

6. Provide CRA funding requirements to HQUSACE.

Headquarters (HQUSACE) Program Manager (PgM)

7. Release guidance for spending in accordance with CRA.

If President signs appropriations bill, goto task #8. Otherwise, goto task #2.

8. Release initial work allowance information.

District Program Manager (PgM)

If guidance is required for Congressional Adds or other projects, goto task #9. Otherwise, goto task #17.

9. Request funds for continuing Congressional Adds before Video Teleconference (VTC)
10. Develop VTC fact sheets for Congressional adds and other projects as required.
11. Complete online forms for VTC.

Project Review Board (PRB)

12. Review and approve VTC fact sheets.

District Program Manager (PgM)

13. Notify MSC when VTC fact sheets are completed.

Headquarters (HQUSACE) Program Manager (PgM), Major Subordinate Command (MSC) Program Manager (PgM), District Program Manager (PgM)

14. Hold VTC.

Headquarters (HQUSACE) Program Manager (PgM)

15. Issue final VTC memo and VTC fact sheets to MSC and District.

16. Issue initial work allowances for all projects in Oracle Projects as agreements.

17. Distribute work allowances and FADs to Program Managers in MSCs and Districts via Oracle Workflow.

Stop and complete *Receipt of Funds[PROC1001].*

Project Manager (PM)

18. Verify project schedule and resourcing in P2 with respect to funds available.

19. Establish 2101 "Baseline" budget version of the project in P3e.

Stop and complete *Project Execution & Control[PROC1017]*.

Program & Budget Advisory Committee (PBAC)

20. Verify Civil Works portion of Operating Budget.

Refer to *District Operating Budget[PROC1015]* .

Project Manager (PM)

21. Run Fiscal Year Obligation and Expenditure Plan (2101) report.

Project Review Board (PRB)

22. Review and approve Fiscal Year Obligation and Expenditure Plan (2101) report.

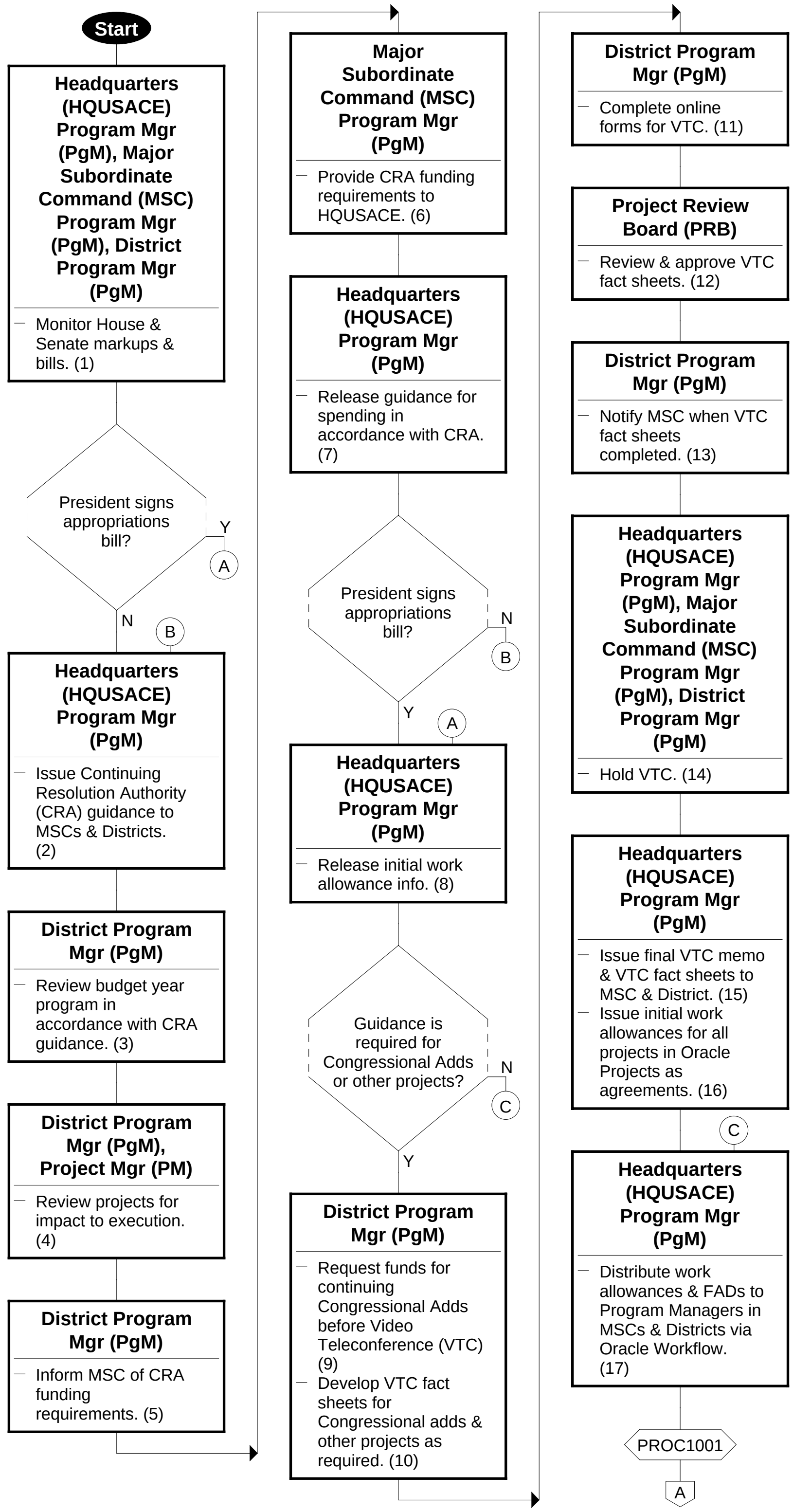
If 2101 is approved, goto task #23. Otherwise, goto task #18.

Project Manager (PM)

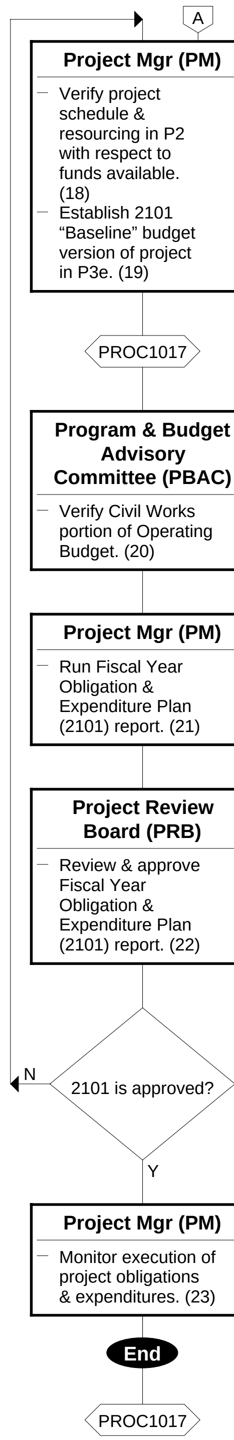
23. Monitor execution of project obligations and expenditures.

End of activity.

Goto *Project Execution and Control[PROC1017]*.



Civil Works Program and Budget Process-Section 5 Flowchart



Civil Works Program and Budget Process-Section 5 Flowchart (continued)

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Receipt of Funds

Scope

This process defines procedures for receipt, documentation, CEFMS entry and notification of funding in support of work performed by USACE Activities. These procedures address all funds received through a Funding Authorization Document, or Customer Order, which could be received as Cost Shared/Contributed funds/in-kind services from sponsors/customers.

Funds received through the Operating Budget are covered in *Departmental Overhead & Support Service Organizations[PROC1023]*.

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

ER 37-2-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-2-10/part1.pdf]

ER 37-345-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-345-10/entire.pdf]

Responsibility

The Resource Management Office/Directorate (RM) is responsible for receiving all funding documents.

The Resource Management Officer is responsible for ensuring accurate recording in CEFMS under the appropriate program (e.g., MILCON, GI/CG).

The CEFMS project work item responsible employee or alternate responsible employee(s) can designate originators, approvers and certifiers for their funded work item(s).

Distribution

CEFMS Project Work Item Responsible Employee*

Program Manager (PgM)

Project Manager (PM)

Resource Management Office*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

CEFMS Users Manuals Online[http://rmf31.usace.army.mil/cefmsdoc/]

Contingency Funds, Project Level[REF1011].

Financial Management[REF1032]

Initiating a Project in P2[PROC1005].

Work Acceptance[PROC1016].

Project Execution and Control[PROC1017].

Resource Estimate Development[PROC1003].

Activity Preface

This process is performed whenever Funding Authorization Documents (FAD), or Customer Orders, are received. The project for which funds or in-kind services are received should be entered in P2 prior to using this process: *Initiating a Project in P2[PROC1005]*. By entering the project in P2, the PDT will be establishing the manner in which they want to manage and report on the project including the one-to-one and one-to-many relationships that will exist between P2 and CEFMS. P2 will generate PR&Cs information for CEFMS in accordance with these relationships. The PDT will need to plan carefully to ensure they are establishing the P2/CEFMS relationships that will allow them to obtain financial management data needed by the PDT, including the customer. Refer to *Financial Management[REF1032]*.

If this is the initial receipt of funds for the project or the receipt of new Fiscal Year funds for an on-going project, you will return to *Initiating a Project in P2[PROC1005]* to complete required processes and move into the Project Planning Phase. If you are recording on-going collections of advance amounts/in-kind services from sponsors you will continue to execute the project in accordance with *Project Execution and Control[PROC1017]*.

Resource Management Office

1. Record the funds/in-kind services in CEFMS under the appropriate program. For cost shared/in-kind services you must establish a *Cost Share Control Record* and a Sponsor's *Advance Account*.

   Refer to Section 6, Funding, of the CEFMS Users Manual [http://rmf31.usace.army.mil/cefms/doc/user_manuals/funding.pdf].

   Refer to Section 26, Cost Sharing, of the CEFMS Users Manual [http://rmf31.usace.army.mil/cefms/doc/user_manuals/sec26-cost-share.pdf]

If FAD, goto task #5. Otherwise, goto task #2.

2. Notify CEFMS Project Work Item Responsible Employee to technically approve.

CEFMS Project Work Item Responsible Employee

3. Technically approve the customer order in CEFMS.

   The project work items are attached to the customer order during the technical approval process. Refer to *Section 6, Funding, of the CEFMS Users Manual[http://rmf31.usace.army.mil/cefms/doc/user_manuals/funding.pdf].*

Resource Management Office

4. Financially approve and accept the customer order in CEFMS.

   Refer to *Section 6, Funding, of the CEFMS Users Manual[http://rmf31.usace.army.mil/cefms/doc/user_manuals/funding.pdf]*.

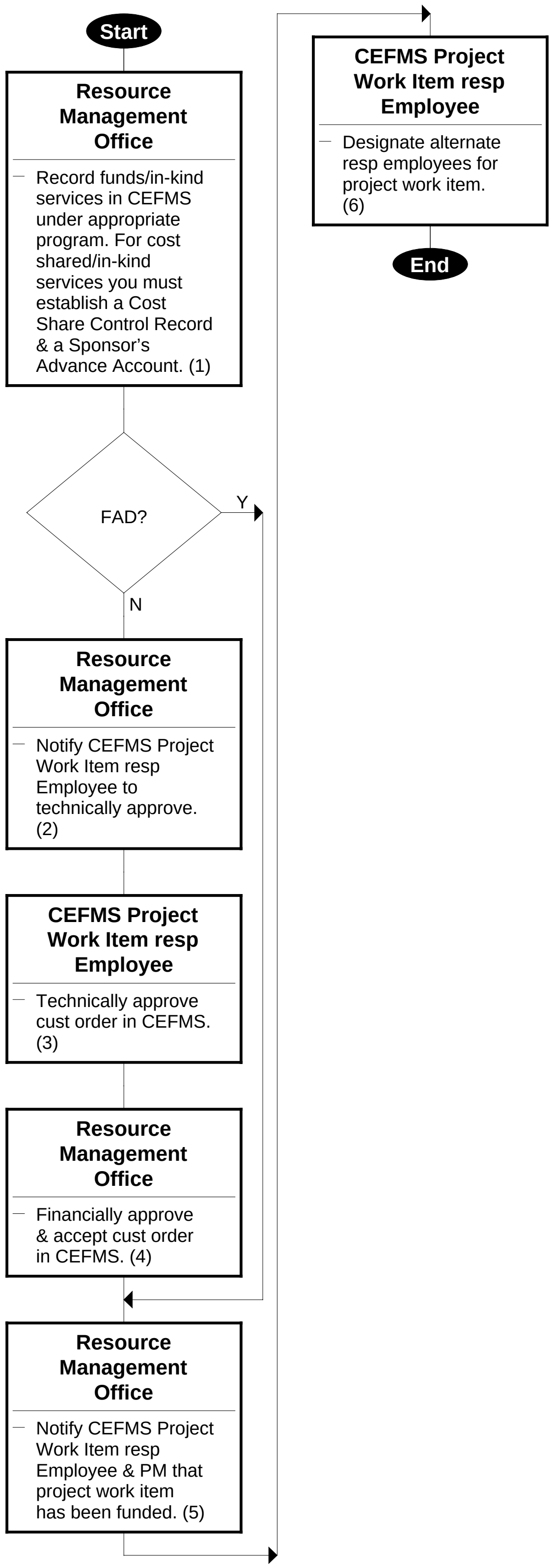
5. Notify CEFMS Project Work Item Responsible Employee & PM that the project work item has been funded.

CEFMS Project Work Item Responsible Employee

6. Designate alternate responsible employees for the project work item.

   Refer to *Section 6, Funding, of the CEFMS Users Manual[http://rmf31.usace.army.mil/cefms/doc/user_manuals/funding.pdf]*.

End of activity.



Receipt of Funds Flowchart

Advanced Acquisition Strategy

Scope

This process covers the review of all upcoming contracting activities through acquisition planning (Advanced Acquisition Planning Board, AAPB).

Policy

EFARS 7-1[http://www.hq.usace.army.mil/cepr/efars/part07.pdf]

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

Responsibility

The Chief of Contracting Division is responsible for:

- Establishing an Advanced Acquisition Planning Board (AAPB).
- Publishing results of the AAPB meetings.
- The Advanced Acquisition Planning Board (AAPB) is responsible for:
- Identifying projects that require a formal acquisition plan due to regulatory requirements, complexity, or unique nature of the project.
- Notifying the Project Manager (PM) of any changes to the acquisition plan, to ensure that other project commitments will not be compromised.
- Reviewing goals for meeting targets set at MSCs, such as Small Business.

The Project Manager (PM) is responsible for:

- Overall project coordination.
- Ensuring accurate project information is maintained in P2.
- Customer coordination.
- POC interaction with the AAPB.

The Commander is responsible for resolution of customer concerns.

Distribution

Advanced Acquisition Planning Board (AAPB)*

Chief of Contracting Division*

Commander*

Contracting Division*

Project Manager (PM)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

PMP Development[PROC1012]

PMP/PgMP Content[REF1018].

Project Delivery Acquisition Strategy[PROC1020]

Project Execution and Control[PROC1017]

Regional Advanced Acquisition Strategy[PROC1025]

Activity Preface

This process is performed at least semi-annually, on or about 1 October and 1 April. This does not preclude Districts from holding meetings as often as needed, such as a request from a PDT member or a change in overall Command Acquisition Strategy (major new projects identified).

Acquisition planning is the strategy by which the procurement decisions are coordinated and integrated to manage the execution of projects using data from P2 entered during the *Project Delivery Acquisition Strategy[PROC1020]*. This review will provide a flexible and effective look at contract needs, such as types, methods, capacity, customer preferences, and the ability of small business firms to compete for contracts. This review will identify the optimal procurement method. This review informs the Project Delivery Team (PDT) and involved organizations, including the customer, of challenges prior to contract solicitations. The Advanced Acquisition Planning Board (AAPB) should look at overall results – trends, needs, etc. This process covers the Current Fiscal Year (CFY), Budget Year (BY), and Budget Year+1 (BY+1). This process is to provide data to the *Regional Advanced Acquisition Strategy[PROC1025]*, initiated for use by the Regional Business Centers via the RMB.

At the end of this process, if you have an approved PMP, you will go to *Project Execution and Control[PROC1017]* ; if not, you will return to *PMP Development[PROC1012]*.

Contracting Division

1. Activate Advanced Acquisition Planning Board.

2. Convene semiannual meetings of the AAPB.

   Semiannual meetings are to be held on or about 1 October and 1 April of each year.

3. Chair each semiannual meeting.

Contracting Division, Project Manager (PM)

4. Verify Advanced Acquisition Plan (AAP).

   The Advanced Acquisition Plan (AAP) will periodically be revised as program or project changes become known (e.g., project design is deferred to an outyear or cancelled, current working estimate (CWE) becomes critical vs. programmed amount (PA), project is not authorized or funded for construction, etc.)

   The Advanced Acquisition Planning Worksheets must be completed prior to biannual meetings of the AAPB. (These are under development)

Advanced Acquisition Planning Board (AAPB)

5. Utilize AAP reports from P2 to evaluate projects' conformity with SBA 8(a), Hub Zone Set-Aside, or other set-aside small business program.

If change in recommended project acquisition strategy, goto task #7. Otherwise, goto task #6.

6. Prepare & forward project report for CFY, BY, & BY+1 to appropriate Commander and RMB.

   Refer to *Regional Advanced Acquisition Strategy[PROC1025]*.

Goto task #1.

Project Manager (PM)

7. Inform customer of recommended acquisition actions.

8. Solicit comments from customer.

   The customer should be involved from the beginning as a member of the PDT.

9. Resolve any customer concerns, and report to AAPB.

If concerns exist, goto task #10. Otherwise, goto task #14.

Advanced Acquisition Planning Board (AAPB)

10. Review customer concerns.

If concur with customer concerns, goto task #13. Otherwise, goto task #11.

11. Advise Commander of unresolved Customer concerns.

Commander

12. Resolve customer contracting issues.

Agree with customer concerns, disagree with customer concerns, or refer back to PM for further detail/information.

Chief of Contracting Division

13. Document and approve changes to project acquisition strategies.

If Commander decides to change project acquisition strategy, goto task #14. Otherwise, goto task #1.

14. Notify PDT of acquisition decision.

Project Manager (PM)

If approved PMP, goto task #15. Otherwise goto task #16.

Once a PMP is approved, the project has moved from the Project Planning Phase to the Project Execution & Control Phase.

15. Refer to Project Execution and Control.

End of activity.

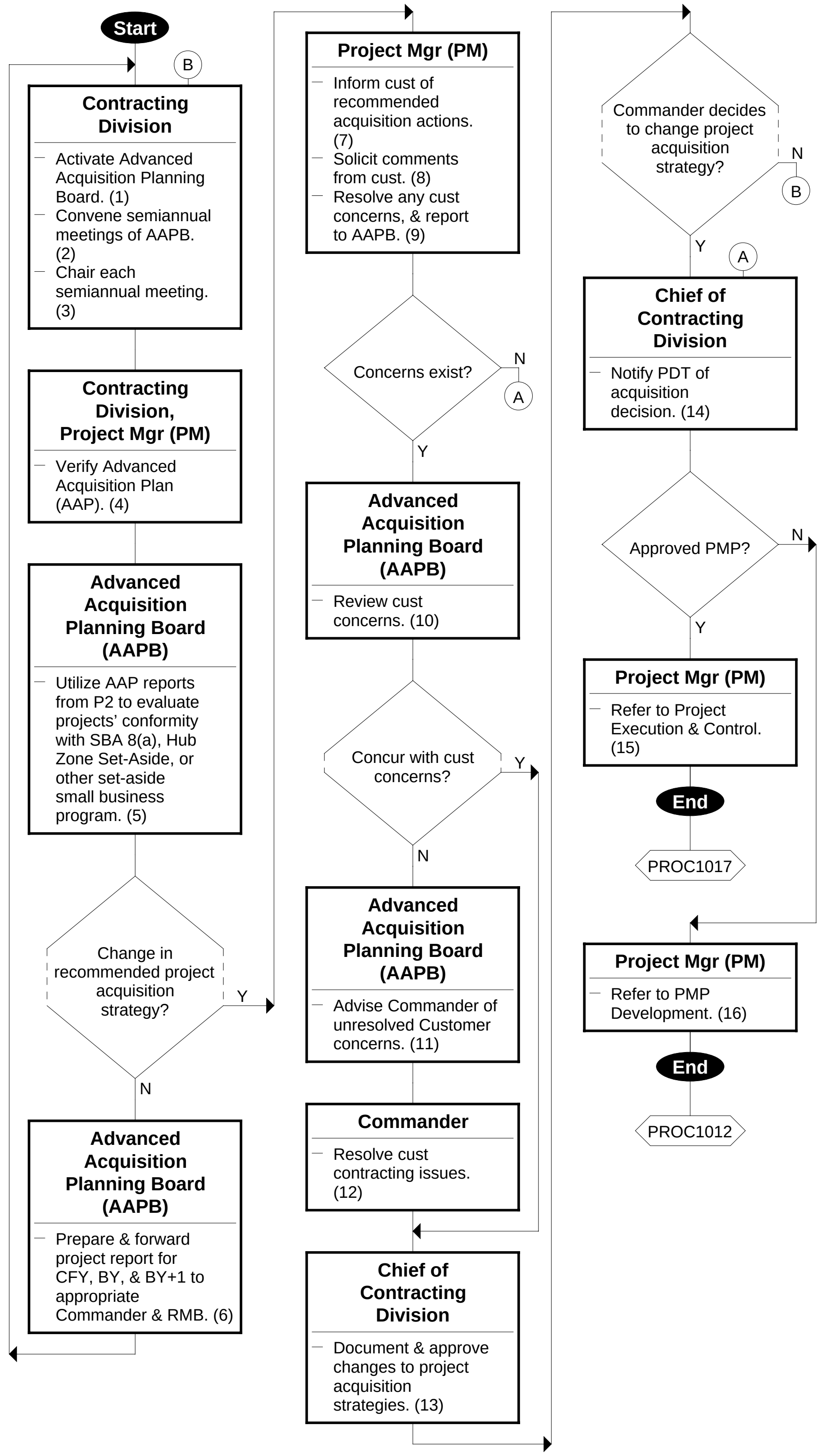
Goto *Project Execution and Control[PROC1017]*.

16. Refer to PMP Development.

end of activity.

Goto *PMP Development[PROC1012]*.

End of activity.



Advanced Acquisition Strategy Flowchart

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PMP Development

Scope

This process defines development of the Project Management Plan (PMP), including development and coordination of project work scopes, setting schedules, and establishing resource estimate plans.

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Responsibility

The Project Manager, with support from the customer and other Project Delivery Team (PDT) members, is responsible for developing the PMP. The PM identifies funds for all team members for these initial efforts.

PDT members are responsible for accurately scoping their portions of the project to meet the customer's needs, committing to complete those portions of the work within the budget and schedule they agree to, and for the quality of their own work.

Distribution

Project Delivery Team (PDT)*

Project Manager (PM)*

Resource Provider(s)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

Activity Development[PROC1010]

Advanced Acquisition Strategy[PROC1006]

Change Management[PROC1004]

Customer Scope Definition[PROC1007]

Communications Plan[REF1022]

Initiating a Project in P2[PROC1005]

Lessons Learned[PROC1021]

PMP Approval[PROC1018]

PMP/PgMP Content[REF1018]

Project Workload Analysis and Resource Leveling[PROC1014]

Resource Estimate Development[PROC1003]

Risk Management Plan[REF1023]

Team Establishment[PROC1008]

Work Acceptance[PROC1016]

Activity Preface

This process is performed after the work has been accepted and Project Manager assigned. This document is the 'umbrella' document for completion of PMP Development. Execution of this process occurs after *Initiating a Project in P2[PROC1005]*, during the initial stages of project development, and will also occur if the thresholds developed as part of this process are exceeded, causing this process to be called from *Change Management[PROC1004].*

The PMP will be an electronic document, developed through data entered in P2 and documents attached to the project in P3e. Developing, reviewing, and revising PMP content is a continuous process throughout the life of the project. At no time in this process will you be working on a Current Approved version of the project.

The initial PMP developed will be the unconstrained PMP. Subsequent iterations within this process will add constraints, as necessary, and will result in a PMP which is submitted for approval via *PMP Approval [PROC1018]*. After the approval of the PMP, the steps in this process will be performed on a "What If" version within P2, leaving the approved version unchanged, pending approval of the "What If " version.

The PMP is a living document that varies in size and complexity for each project. The content of the PMP can be found in *PMP/PgMP Content[REF1018]*. The level of detail required is based on the size and complexity of the individual project. For example, a small project being accomplished by IDIQ contract may include standard simplified components, such as a standard Risk Management and Communications Plan, whereas a complex, multimillion-dollar project will require plans that have been developed to address the special conditions related to that project. The smaller, simpler projects may have some of these components included within a standard template.

The Project Manager (PM) leads the Project Delivery Team (PDT) to develop the baseline PMP. The PM is responsible for obtaining PDT, Resource Providers, and DPM commitment to the PMP, and for updating it as additional requirements and information become available. PDT members are responsible for informing the PM when changes occur that could require an update to the plan. The PM must obtain commitment on significant changes (identified by the Change Management Plan) before proceeding. The process for changing the PMP and requirements for approving changes to the plan must be documented in the PMP itself.

The initial scope received during *Work Acceptance[PROC1016]* will be attached in P2. This scope should be revised during subsequent iterations as needed, utilizing *Customer Scope Definition[PROC1007]* .

During initial PMP development, the PDT is established utilizing *Team Establishment[PROC1008]*. This process will also be called if changes to the team are necessary during subsequent iterations.

Early in the PMP development process, the PDT should review the Lessons Learned database for incorporation of good ideas into the PMP. (See *Lessons Learned[PROC1021]* for more information.)

The templates used in *Initiating a Project in P2[PROC1005]* may contain an activity schedule that is adequate for the project at hand. If that is the case, only the schedule may need to be updated. To update the schedule, create a new schedule, or add activities to an existing schedule, execute the *Activity Development[PROC1010]* process.

Some of the templates used in *Initiating a Project in P2[PROC1005]* may also contain a complete or partial resource estimate. If the resource estimate needs to be developed or refined, the *Resource Estimate Development[PROC1003]* process will be executed. Individual PDT members and Resource Providers are responsible for developing and updating their portion of the resource estimate.

Resource Providers will evaluate their ability to provide the required resources by executing the *Project Workload Analysis and Resource Leveling[PROC1014*] process.

At the completion of this process, either return to *Change Management[PROC1004*], or proceed to *PMP Approval[PROC1018]*.

The PM ensures that all PDT members have ready access to the PMP, and updates the PMP as required so that all users have access to the most current information on the PMP. The P2 must be used to develop and maintain the PMP.

Project Manager (PM)

1. Open project in P3e, and review project info.

   Refer to *PMP/PgMP Content[REF1018].*

2. Determine if customer scope is in P3e and adequate.

   The initial scope may be very brief and not very detailed, or could be fairly complete (such as a DD 1391.) Refinements to the scope will occur during subsequent iterations of the process as additional understanding of requirements and constraints are developed.

If scope is adequate and in P3e, goto task #3. Otherwise, stop and complete *Customer Scope Definition[PROC1007]*.

3. Establish PDT.

If team is already established, goto task #6. Otherwise, stop and complete *Team Establishment[PROC1008]*.

4. Conduct Kickoff Meeting.

Project Delivery Team (PDT)

5. Review Lessons Learned database.

   Focus review on project-specific issues, including PMP development, technical issues, customer interface, etc.

6. Review the scope of work for technical completeness, and sound execution and acquisition strategies.

7. Refine the scope of work and revise in P3e.

8. Check to see if activity schedule reflects current project conditions.

   Original activity schedule may exist through templates in P3e.

If activity schedule reflects current project conditions, goto task #9. Otherwise, Stop and complete *Activity Development[PROC1010]*.

The PM/System Administrator will ensure the PDT members have access/permissions to change the information they are responsible for developing in P3e.

9. Confirm disciplines/specialties that may need to be added or changed to execute the project.

If PDT members need to be added/changed, stop and complete *Team Establishment[PROC1008]*. Otherwise, goto task #10.

Project Manager (PM)

10. Refine the project scope based on the results of the kickoff meeting and activity development or as a result of changes during execution.

    Refer to *Change Management[PROC1004]*

If customer scope changed, stop and complete *Customer Scope Definition[PROC1007]*. Otherwise, goto task #11.

Project Delivery Team (PDT)

11. Check to see if resource estimates reflect current project conditions.

    Original resource estimates may exist through templates in P3e.

If resource estimates reflect current project conditions, goto task #12. Otherwise, stop and complete *Resource Estimate Development[PROC1003]*.

- Draw upon experience and available historical knowledge to develop these estimates.
- Constraints on PDT members' time and other commitments should not be considered at this time. These time and cost estimates will be used to develop the unconstrained initial PMP.

12. Notify PM resource estimates are complete for development of PMP.

Project Manager (PM)

13. Schedule additional team meetings.

The PM schedules additional team meetings as needed to receive and incorporate Team Members' draft estimates and resource providers comments. Resource Providers may attend team meetings as needed to incorporate results from PDT members and Resource Provider(s).

Project Delivery Team (PDT)

14. Review/Refine the Project Management Plan.

- Identify dependencies.

As part of the process, the PDT identifies dependencies so that it is clear when PDT members will receive and deliver products to others. Refer to *PMP/PgMP Content[REF1018]* for necessary contents for completion of the PMP document.

If PDT agrees with the PMP, goto task #15. Otherwise, goto task #6.

Project Manager (PM), Project Delivery Team (PDT)

15. Update the scope of work, schedule, resource estimate, and attached documents (*Risk Management Plan[REF1023]*, *Communications Plan[REF1022]*, etc) in P3e.

- Constraints to the schedule, resource estimates, and attached documents should be added here.
- The updated P3e data documents the Project Management Plan.

Resource Provider(s)

Stop and complete *Project Workload Analysis and Resource Leveling[PROC1014]*.

Project Manager (PM)

If there is a recommended change, goto task #15. Otherwise, goto task #16.

16. Determine if process called from Change Management.

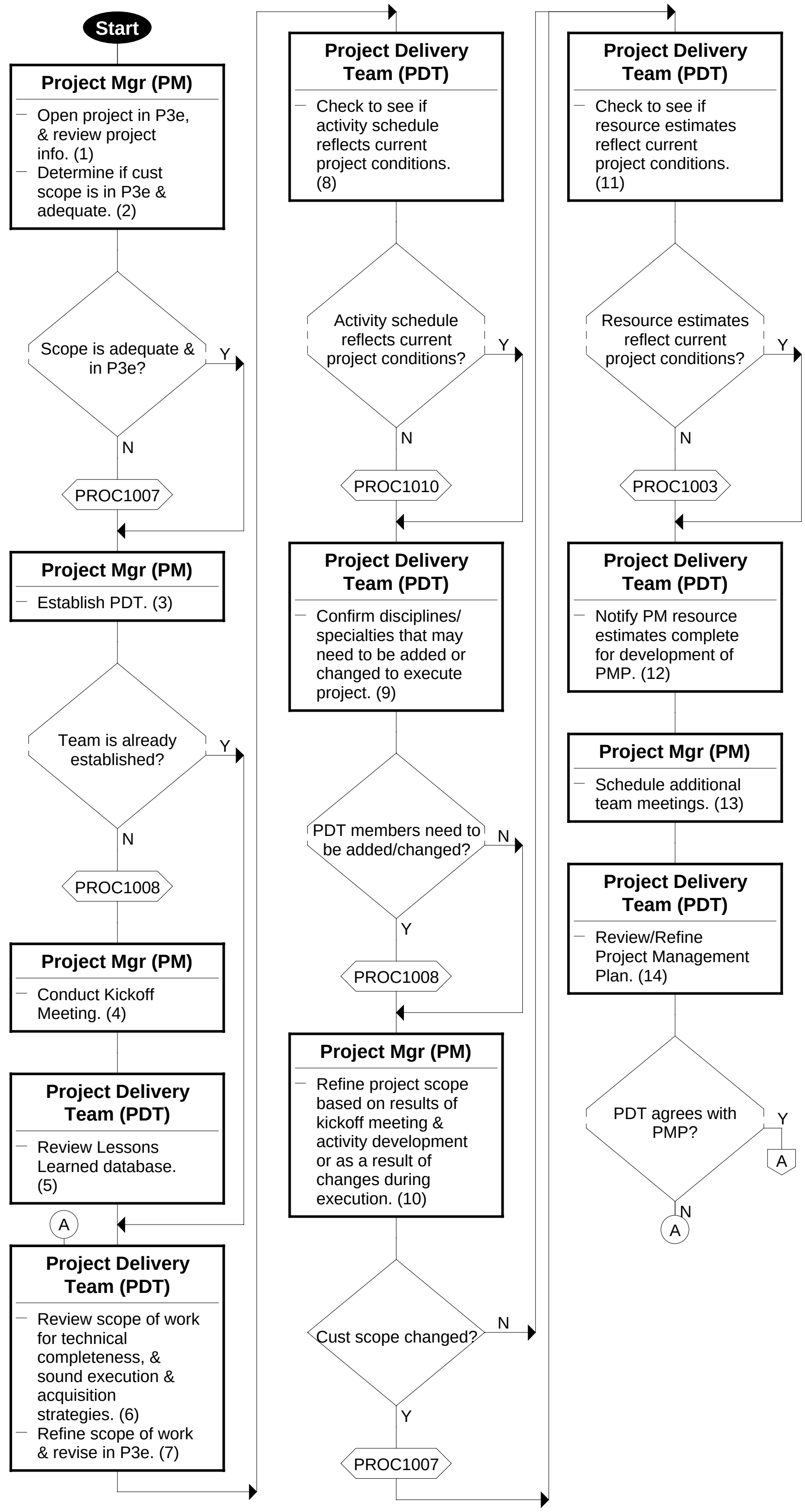
If process called from *Change Management[PROC1004]*, end of activity; Otherwise, goto task #17.

This "If" statement requires you to return to point in Change Management that brought you here.

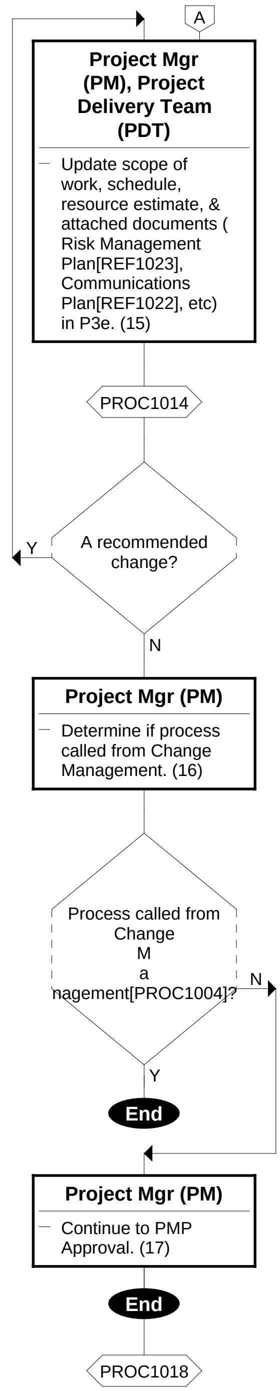
17. Continue to PMP Approval.

End of activity

Goto PMP Approval[PROC1018].



PMP Development Flowchart



PMP Development Flowchart (continued)

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Customer Scope Definition

Scope

This process defines how the Project Manager interacts with customers and stakeholders for a specific project, and the decision-making process involved.

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Responsibility

The Project Manager is responsible for serving as the primary USACE point of contact with the customer(s) and working with them to develop the scope of the project. One of the PM's greatest challenges is to balance these interests and develop a scope of work and set of project objectives that meets or exceeds the customers' stated and implied expectations, while taking into account the needs and expectations of other stakeholders, statutory, regulatory, and policy guidance.

Before the scope can be defined, the Project Manager must understand who the customer is, and how they will make decisions. Furthermore, customers and other stakeholders may have competing or conflicting interests. The PM must understand customer/stakeholder needs and expectations, and translate them into specific deliverables.

The PM also works with the customer(s) and leads the PDT in determining how decisions will be made and how funding will be provided for the project. The customer(s) is known at the start of the project and has some degree of decision-making authority on the project, and may be responsible for providing all or some project funds.

Stakeholders may provide input on project scope and schedule, but may or may not have decision authority, and may or may not fund the project, but have an interest in the project outcomes. Not all stakeholders may be known at the start of a project.

Distribution

Project Delivery Team (PDT)

Project Manager (PM)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

Advanced Acquisition Strategy[PROC1006]

Change Management[PROC1004]

Change Management Plan[REF1025]

Communications Plan[REF1022]

PMP Approval Process[PROC1018]

PMP Development[PROC1012]

PMP/PgMP Content[REF1018]

Quality Management Plan[REF1024]

Risk Management Plan[REF1023]

Activity Preface

This process is performed after a new project is identified, and prior to formulation of the PDT. This process may also be conducted iteratively as a part of the PMP development and approval process.

If the PDT is already established, the PM acts in conjunction with the rest of the PDT.

After the customer scope is defined, the project manager returns to the process from which he came. These processes would include *PMP Development[PROC1012]* and *PMP Approval[PROC1018]*, and *Change Management[PROC1004].*

Project Manager (PM)

1. Facilitate defining the customer's needs and expectations for the project.

   Include general scope, key deliverables, related goals, criteria, available resources, schedule requirements, quality expectations, risk analysis, preferred acquisition method (refer to *Advanced Acquisition Strategy[PROC1006])*, procedures to change the project (refer to *Change Management [PROC1004])*, and other customer conditions and preferences that may impact the way in which the project is executed.

   Ensure customer understanding of essential professional standards, laws and codes in the project, as well as project-specific guidance or requirements from higher authority, e.g., VTC fact sheets, work allowances, directives, etc.

2. Identify stakeholders, and define how the customer and stakeholders will be involved throughout the project.

3. Work with the customer(s) to determine their role in the decision-making process and how funds will be provided.

4. Determine who will sign the Project Management Plan (PMP) for customer and approve changes to it.

   Refer to *PMP Approval[PROC1018]*.

5. Facilitate development of customer's portion of Communications Plan.

   Refer to *Communications Plan[REF1022]***.**

6. Discuss potential risks with customer.

   Refer to *Risk Management Plan[REF1023]*.

7. Finalize draft scope of work.

   Include consideration of the customers' needs and expectations, cost and schedule requirements, quality objectives, special technical requirements and unique criteria, and the decision making/change approval process for the project. Work closely with other members of the PDT (if established) to ensure all necessary items are addressed and issues resolved.

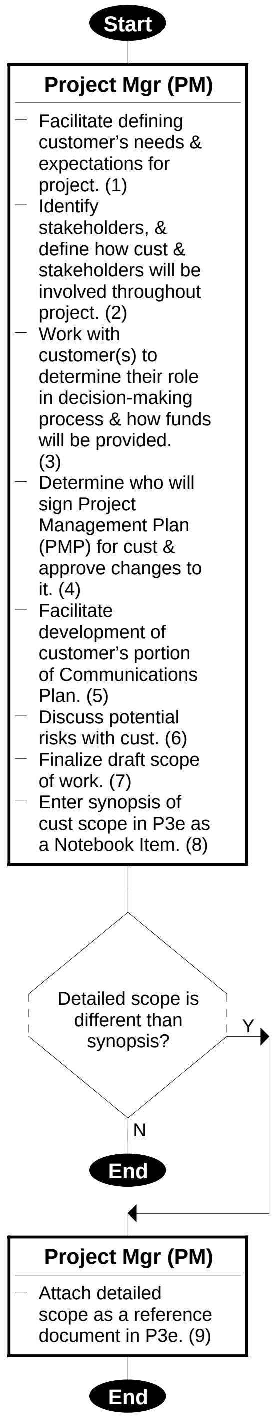
   Ensure customer understanding of essential professional standards, laws and codes in the project, as well as project-specific guidance or requirements from higher authority, e.g., VTC fact sheets, work allowances, directives, etc.

8. Enter synopsis of customer scope in P3e as a Notebook Item.

If detailed scope is different than the synopsis, goto task #9. Otherwise, end of activity.

9. Attach detailed scope as a reference document in P3e.

End of activity.



Customer Scope Definition Flowchart

Team Establishment

Scope

This process defines steps necessary to establish the Project Delivery Team (PDT).

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Responsibility

The Project Manager (PM) is responsible for initiating and leading the Project Delivery Team (PDT). PM will make every effort to identify all functional areas needed for project success during the planning stage, and to involve them throughout the lifecycle of the project.

The Resource Providers assist the PM by identifying team members for the project. They are also responsible for mentoring and supporting their assigned team members, and for maintaining the integrity of the original PDT to the greatest extent possible.

Both PMs/PDTs and Resource Providers are responsible for and empowered to keep commitments they make in the project management plan.

Distribution

Project Manager (PM)*

Resource Provider(s)*

Ownership

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System References

Acronyms and Glossary[REF1001]

Change Management[PROC1004]

Customer Scope Definition[PROC1007]

PMP Development[PROC1012]

PMP/PgMP Content[REF1018]

Project Delivery Acquisition Strategy[PROC1020]

Project Workload Analysis and Resource Leveling[PROC1014]

Activity Preface

This process is performed during *PMP Development[PROC1012]*, once the customer and project scope have been identified, and whenever a member of the PDT is added or replaced. A resource in the context of this process is defined as an individual from within a District/Lab/Center, or another office within the region. Resources obtained via contract are addressed in *Project Delivery Acquisition Strategy[PROC1020]*.

The PM may request a specific individual from a Resource Provider based on that individual's unique talents or experience on a project. The Resource Provider will take the PM's request into consideration when making an assignment to a project. In making assignments, the Resource Provider will perform *Project Workload Analysis and Resource Leveling[PROC1014]* to verify availability of resources.

If the PM and Resource Provider are unable to find or agree on the appropriate resource for a project, the issue will be raised through the chain of command within the District/Lab/Center. If the resource is unavailable at the District/Lab/Center, a resource will be sought from within the region.

Once a resource is committed to a project, the Resource Provider cannot change that commitment without consulting with the PM. The Resource Provider retains all supervisory control over their employees. Changing a resource commitment during project execution is a threshold that causes *Change Management[PROC1004]* to execute.

The PM will enter the team members into P2, giving them the level of access needed to perform their functions within the system. After the team members are entered into P2, the process returns to *PMP Development[PROC1012]*.

Project Manager (PM)

1. Evaluate deliverables defined in scope of work of the project to determine what expertise is required on the project team.

2. Provide basic scope of work, preliminary schedule, and preliminary project budget to the resource providers.

   The preliminary schedule and project budget is based on experience with projects of similar scope and complexity.

3. Request personnel for functions to be performed.

   PM may request specific team members that s/he believes would add unique value to a specific project.

   PM should try to balance strengths and limitations of the requested PDT members.

Resource Provider(s)

4. Review information provided by PM.

5. Determine expertise required and time commitment needed.

Stop and complete *Project Workload Analysis and Resource Leveling[PROC1014]*.

If specific members are requested by name, then the Resource Provider(s) should try to accommodate the request, but must balance workload and prior commitments to avoid over-committing individual team members.

6. Inform PM of team member(s) nominations to support the project.

   ER 5-1-11 states that Resource provider(s) are responsible for providing qualified PDT members.

7. Request PM's concurrence.

Project Manager (PM), Resource Provider(s)

If both PM and Resource Provider(s) agree, goto task #10. Otherwise, goto task #8.

8. Elevate issue within district/lab/center as appropriate.

If team member issue resolved, goto task #10. Otherwise, goto task #9.

9. Search for appropriate resources throughout the region.

   If there are insufficient resources available locally with the requisite capabilities, then the PM/Resource Provider(s) will look throughout the region

Project Manager (PM)

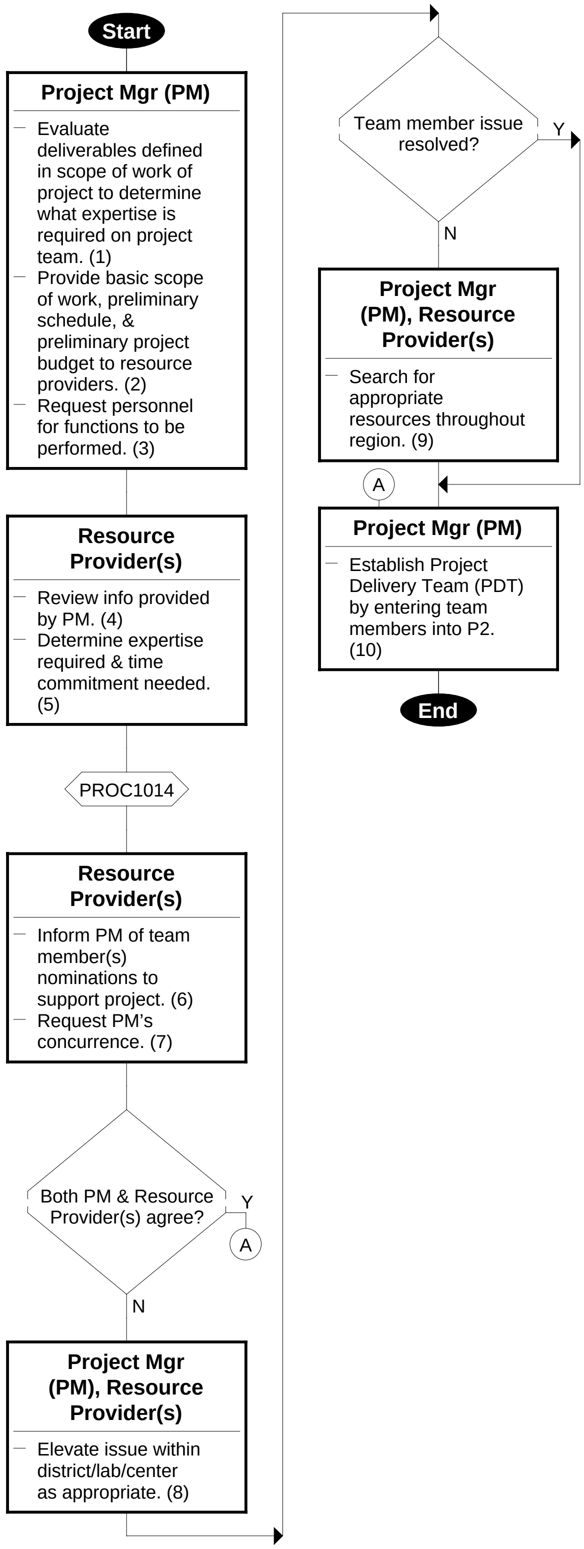
10. Establish Project Delivery Team (PDT) by entering team members into P2.

    Send notification to team members.

    Team member assignments (especially the PM) remain constant throughout the life of the project, if at all possible. Also, USACE activities will make every effort to maintain original team members through the lifecycle of the project, making substitutions only when absolutely necessary.

    Note: a change in one or more team members is a threshold in *Change Management[PROC1004]* for returning to *PMP Development[PROC1012]*.

End of activity.



Team Establishment Flowchart

Activity Development

Scope

This process defines the information necessary for creating project activities and critical path schedule in P3e, based on the minimum milestones for the appropriate program. Activities are the fundamental work elements of a project. They are the lowest level of a work breakdown structure (WBS) and, as such, are the smallest subdivision of a project that directly concerns the PDT.

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Responsibility

The Project Manager, with input from the Project Delivery Team, is responsible for the development of the initial schedule and subsequent maintenance of the schedule within P3e. Development and maintenance of the schedule not only requires development of activity duration, but also the identification of activity dependencies. The PDT must enter activity information in sufficient detail to facilitate workload analysis and resource leveling.

Distribution

Project Delivery Team (PDT)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

Civil Works Program-Specific Information[REF1026]

Customer Scope Definition[PROC1007]

HTRW Program-Specific Information[REF1030]

Military Program-Specific Information[REF1027]

P3e User Guide[http://www.hnd.usace.army.mil/p2/tutor/p3e/p3euserguide.pdf]

PMP Development[PROC1012]

PMP/PgMP Content[REF1018]

Research & Development Program-Specific Information[REF1031]

Resource Estimate Development[PROC1003]

Team Establishment[PROC1008]

Work Acceptance[PROC1016]

Activity Preface

This process is performed either as an requirement to account for outyear/unfunded work (refer to *PMP/PgMP Content[REF1018])*, or after work has been accepted (refer to *Work Acceptance[PROC1016]*), the customer scope of the project is determined (see *Customer Scope Definition[PROC1007]*), and a team has been established (refer to *Team Establishment[PROC1008]*). Development of the project activities is the framework for work management in P2. The activities comprise the total work that needs to be performed to complete a project, taking into consideration PDT guidance and HQ requirements, including milestones or program specific needs (refer to *Civil Works Program-Specific Information[REF1026]*, *HTRW Program-Specific Information[REF1030]*, *Military Program-Specific Information[REF1027]*, or *Research & Development Program-Specific Information[REF1031]*). Each activity will consist of a calendar, activity types, numerous activity codes, durations, predecessor and successor relationships, and possibly constraints. After this process is performed, resource estimates (see *Resource Estimate Development[PROC1003]*) may be entered to accomplish providing a total project cost to further the continuation of *PMP Development[PROC1012]*. Asset management must be addressed during this phase, in order to ensure proper closeout of projects. Within this document, the *Financial Management[REF1032]* process will be referenced. After completion of this process, return to the calling process.

Note: This process contains references to a Navigation Document, which depicts steps/screen-capture information for completing functions within the software. Ultimately, Navigation Documents will be available for all appropriate business process documents.

Project Delivery Team (PDT)

1. Determine if an activity structure exists.

   Refer to Step 1 of the Navigation Document *Activity Development[NAV1010]*.

If an activity structure exists, goto task #7. Otherwise, goto task #2.

2. Verify calendar default is appropriate type for this project.

   Refer to Step 2 of the Navigation Document *Activity Development[NAV1010]*.

3. Define and enter activities to accomplish the scope of the project.

   Determine appropriate WBS level the activity will reside under prior to entering the activity. Select the level and enter the new activity.

   Refer to Steps 3-4 of the Navigation Document *Activity Development[NAV1010]*.

4. Assign a duration to each activity.

   This will assign the number of days needed to actually accomplish the activity defined.

   Refer to Step 5 of the Navigation Document *Activity Development[NAV1010]*.

5. Define predecessor and successor relationships for each activity.

   Once this has been achieved, the Network Analysis capability of P2 will contain the logic necessary to assist the PDT in determining the Critical Path of the project.

   Refer to Step 6 of the Navigation Document *Activity Development[NAV1010]*.

6. Assign the activity type, including needed milestones and other activity codes.

   Activity codes are values assigned to a project to organize them into management groups for updating, analyzing, reporting, and summarizing.

   Refer to Step 7 of the Navigation Document Activity Development[NAV1010].

   Refer to Civil Works *Program-Specific Information[REF1026]*, *HTRW Program-Specific Information[REF1030]*, *Military Program-Specific Information[REF1027]*, or *Research & Development Program-Specific Information[REF1031]*, as appropriate.

Goto task #8.

7. Edit the activities as necessary.

8. Schedule your project.

   This step performs a system analysis of all data previously entered, providing an outcome that lays out the schedule logic from beginning to end, which will assist the PDT in continuation of the work management process.

   Refer to Step 9 of the Navigation Document *Activity Development[NAV1010]*.

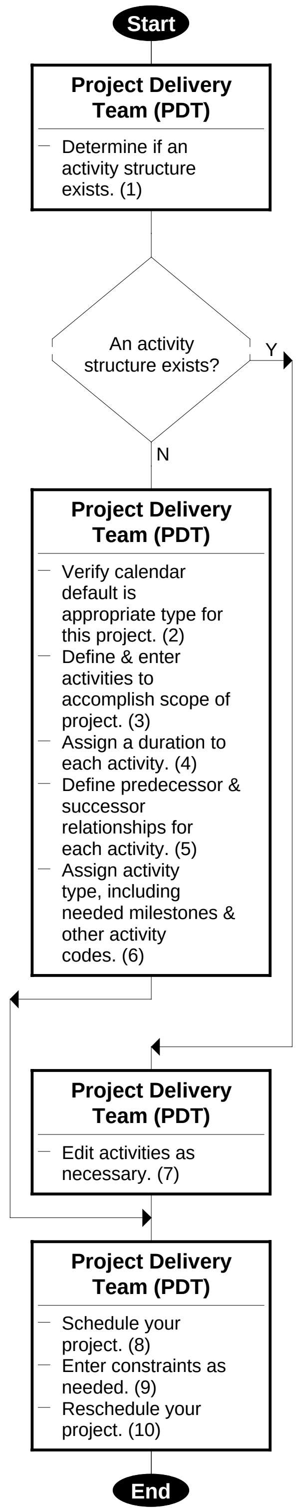
9. Enter constraints as needed.

   A constraint is a restriction forced on the activity start or finish. Use constraints to reflect real project requirements.

   As a practice, keep constraints to a minimum.

10. Reschedule your project.

End of activity.



Activity Development Flowchart

Activity Development

Distribution

Project Delivery Team (PDT)

Related Procedures

Activity Development[PROC1010]

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

Note: In the boxes below, “N” stands for software Navigation Point, and “B” stands for software button, as in the button you press in the application, to accomplish the necessary action.

Schedule Development

How to develop a P3e schedule from a Template or an Existing Project

After initiation of a project within Oracle Projects, the schedule will exist in P3e with a unique project ID. Depending on the template used to create the project, activities may/may not exist within P3e (Figure 1).

1. Open project in P3e.

P3e
N → P3e Welcome Screen
B → Open Global Data
B → Projects
B → File, Open (choose appropriate project)
B → Activities
Activities

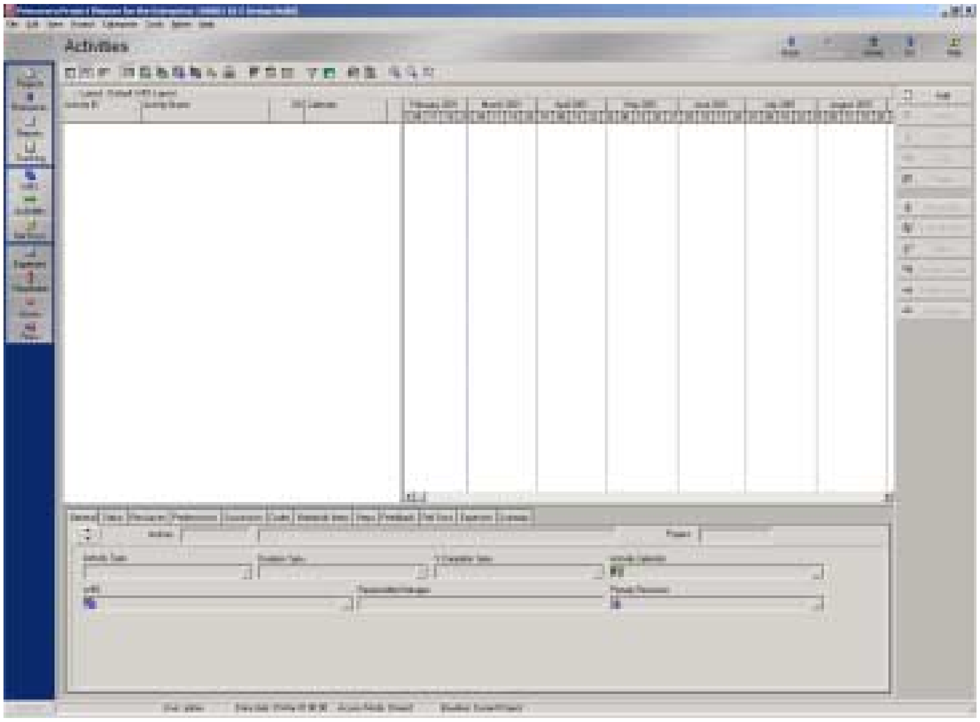


Figure 1. P3e schedule without activities

2. Verify that the correct default calendars will be used within the project schedule (Figure 2/3) before adding activities into the schedule.

   If necessary, multiple calendars can be assigned throughout the schedule.

P3e N → Activities Screen B → Enterprise B → Calendars Calendars

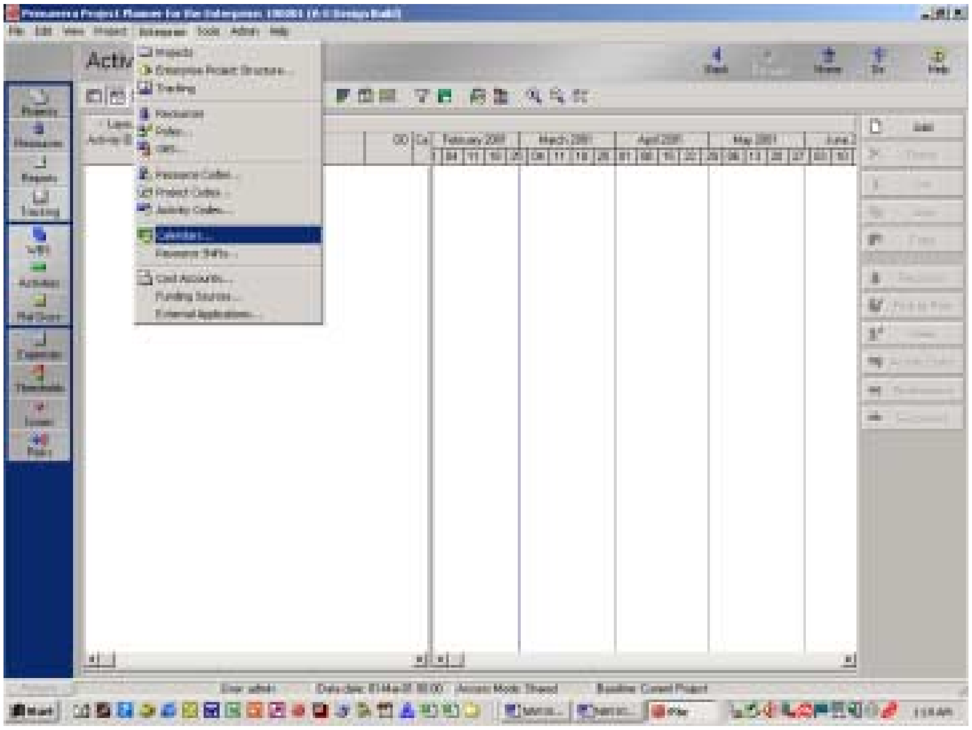


Figure 2: Select Calendar dictionary

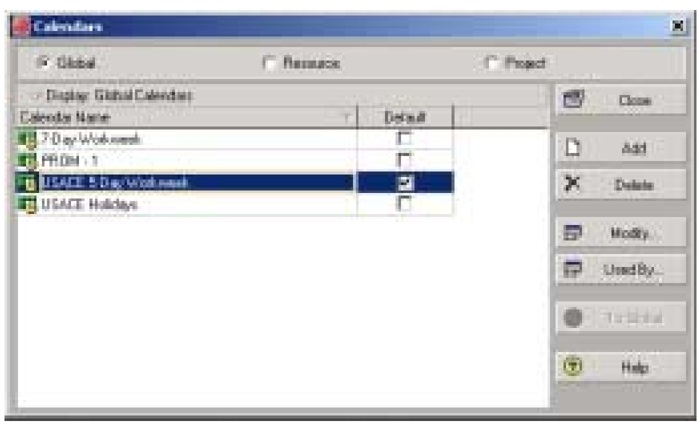


Figure 3: Calendar dictionary

3. If no activities exist within the schedule, then add activities (Figure 4).

P3e N → Activities Screen B → Edit B → Add (an activity line is automatically inserted) Activities

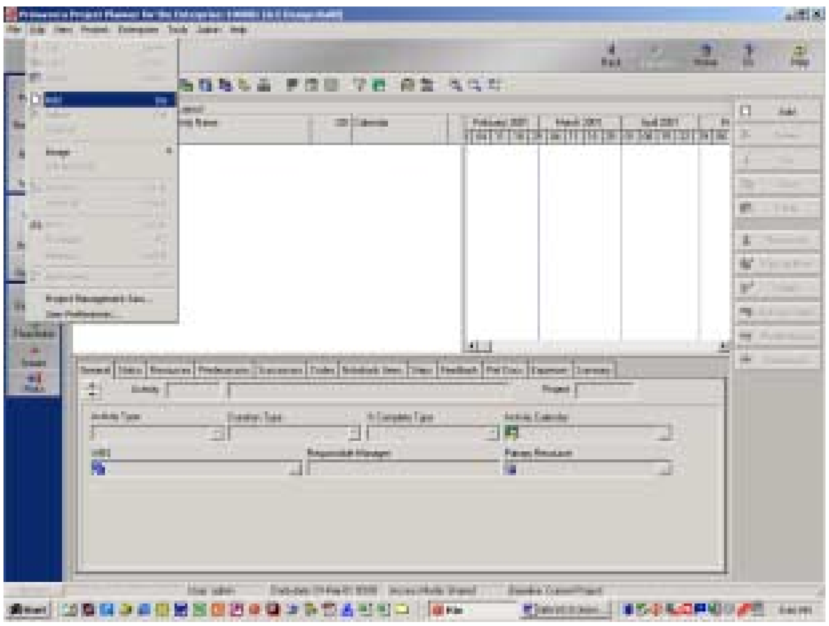


Figure 4: Activity Creation

4. Select the new activity and confirm the correct WBS and activity type (Figure 5).

P3e N → Activities Screen B → General Tab Activities/General Tab

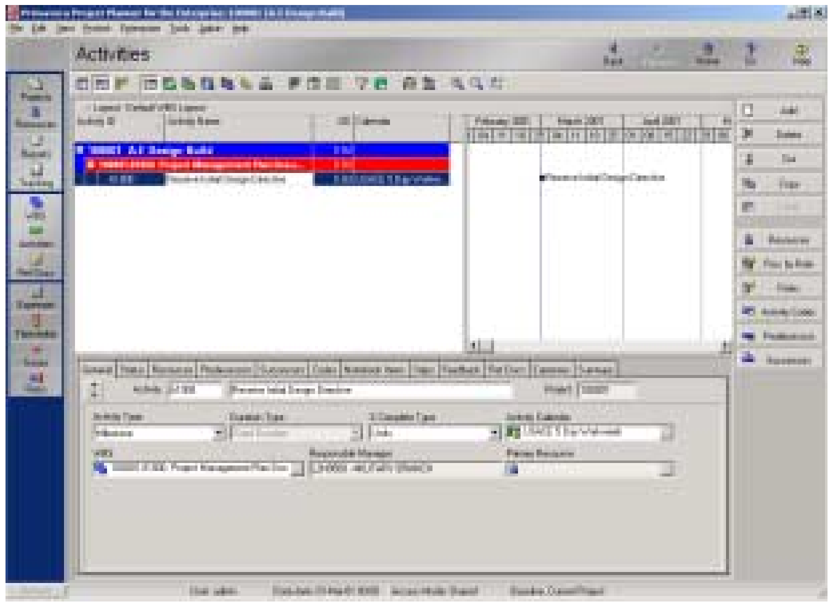


Figure 5: Confirmation of Activity Type and WBS

5. Enter the Activity ID, Activity Name, and duration (Figure 6).

P3e N → Activities Screen B → Status Tab Activities/Status Tab

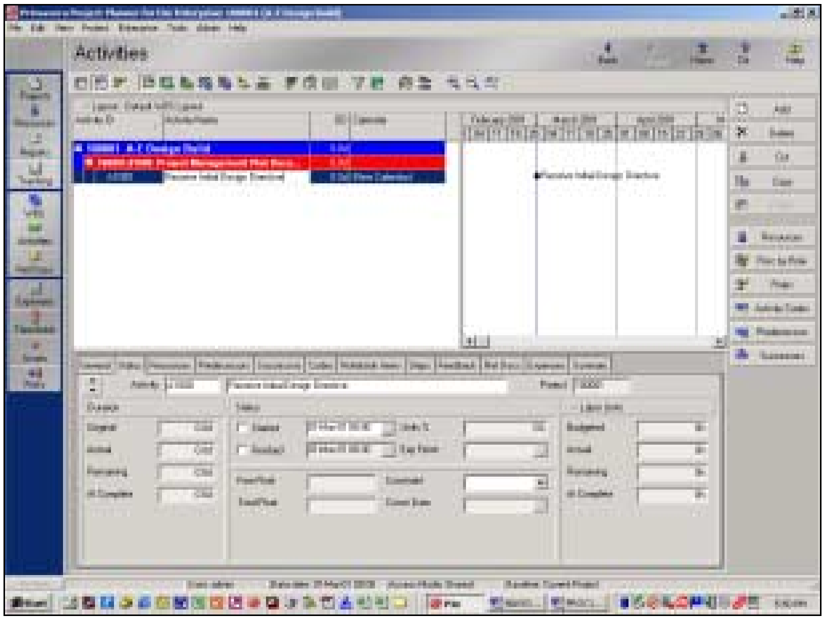


Figure 6: Confirmation of Activity ID, Name, and Duration

6. Select the *Predecessor* tab and *Successor* tab to enter logic or relationships between activities within the schedule.

P3e N → Activities Screen B → Predecessor Tab B → Successor Tab Activities/Predecessor and Successor Tabs

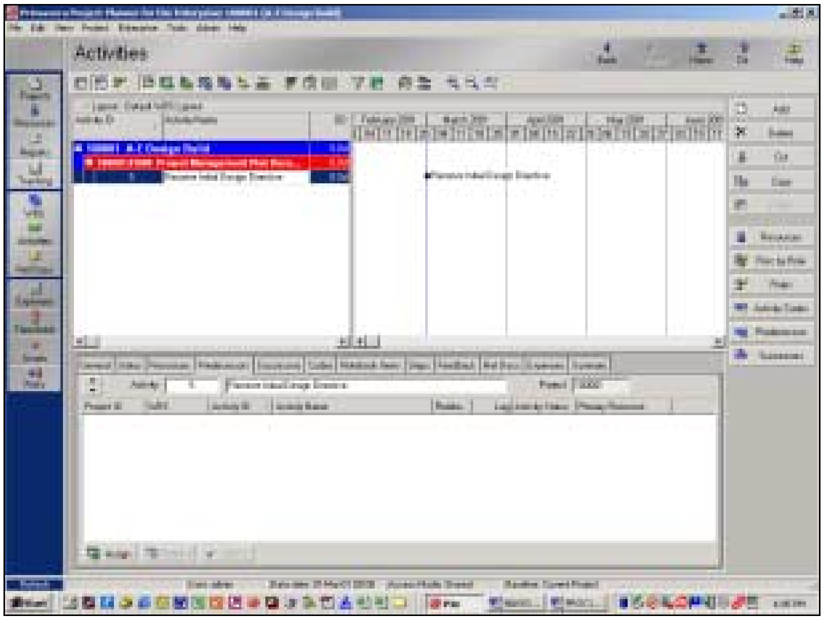


Figure 7: Enter Activity Predecessors

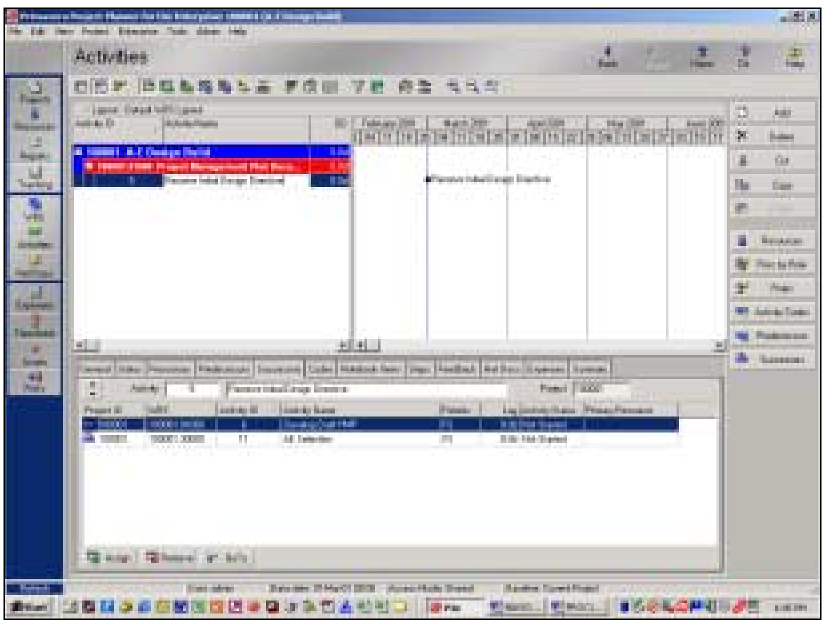


Figure 8: Enter Activity Successors

7. Select the *Codes* tab (Figure 9) in the activity detail to enter the proper activity codes for each activity.

P3e N → Activities Screen B → Codes Tab Activities/Codes Tab

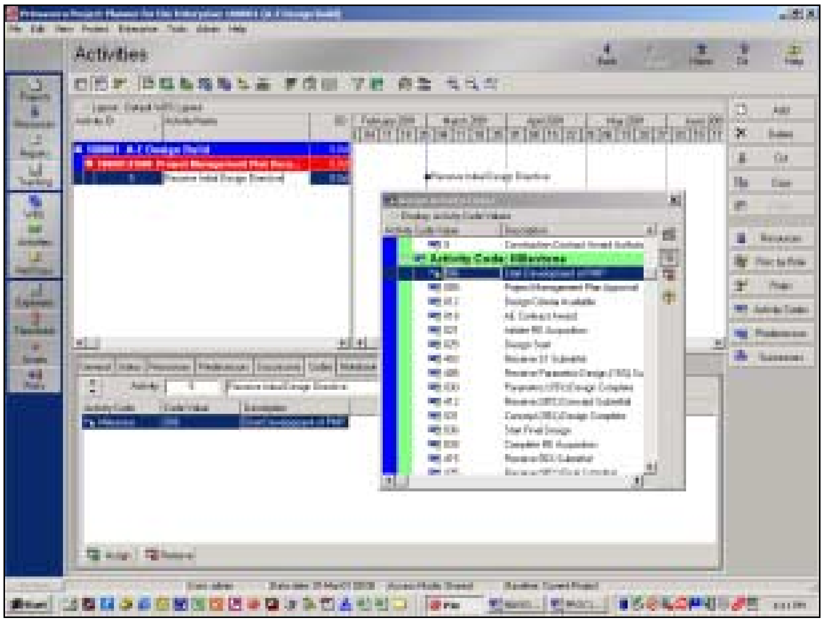


Figure 9: Enter Activity Codes

8. Enter the remaining activities and repeat steps 3-7 (Figure 10).

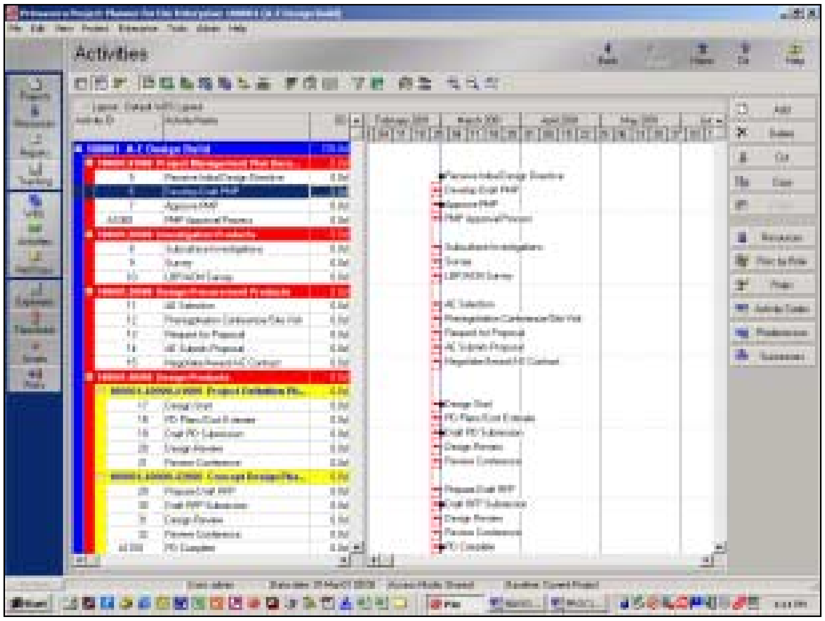


Figure 10: Activity Schedule

9. Select the Tools menu and Schedule (Figure 11) to confirm the correct data date to calculate a critical path method (CPM) schedule (Figure 12).

P3e

N → Activities Screen

B → Tools Menu

B → Schedule

Schedule - Current Data Date field

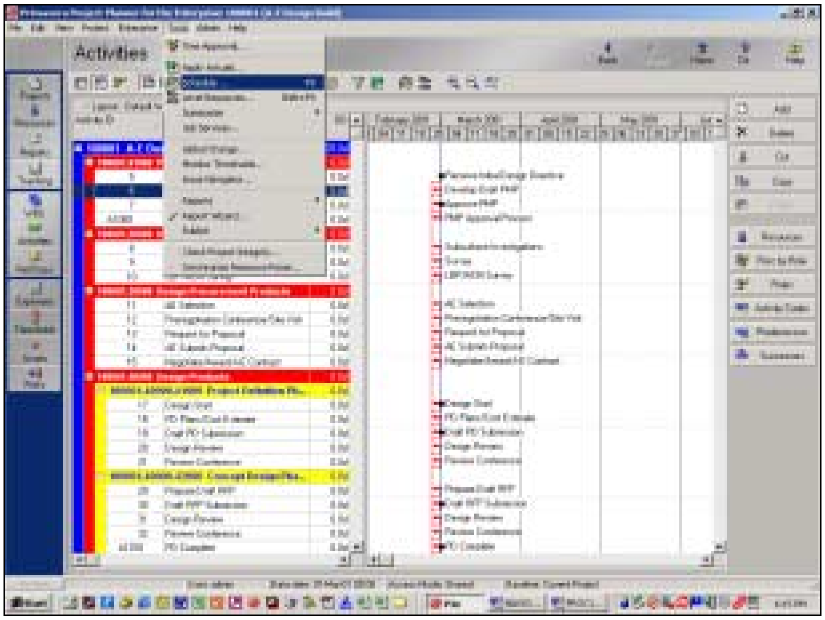


Figure 11: Tools menu / Schedule

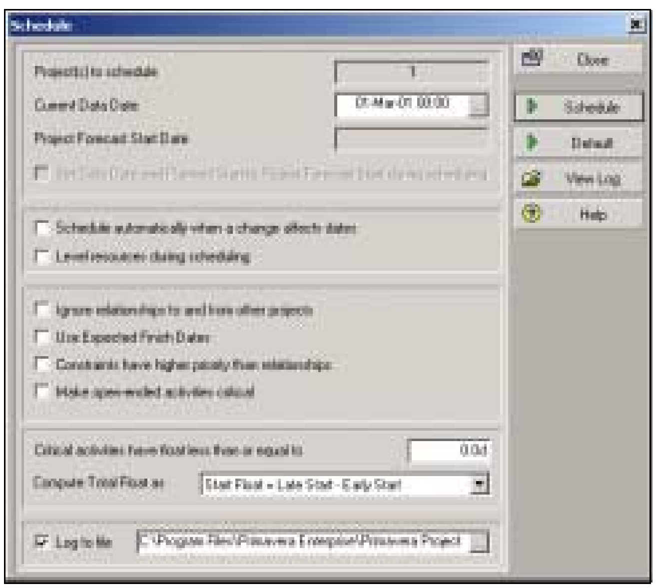


Figure 12: Schedule Dialog Window

Resource Estimate Development

Scope

This process defines how resource estimates are to be developed by the Project Delivery Team (PDT) in P3e. Accurate resource estimates must be made for all project activities in order to establish a viable project plan. Program and project managers rely on these estimates to represent funding requirements to our customers. Resource providers throughout the Regional Business Center rely on rollups of project resource estimates to determine staffing requirements and balance workload. Every work activity that requires an expenditure or resources must be included to the lowest level product of the WBS. At the minimum, this is at the lowest organization (section or equivalent) level.

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Responsibility

The PM is responsible for ensuring the further development of the original scope, initial schedule and resource estimates necessary to accomplish assigned activities, organized in accordance with the Work Breakdown Structure (WBS).

The Project Delivery Team (PDT) is responsible for assisting the PM in developing time and cost estimates necessary to perform the work defined by the Work Breakdown Structure (WBS) with assistance from the Resource Provider if needed.

Project Delivery Team (PDT) and Resource Provider(s) have the additional responsibility of identifying conflicts with other projects via the workload distributions for their organizations. In coordination with PDT members, Resource Provider(s) are responsible for notifying affected PM's, and participating in *Project Workload Analysis and Resource Leveling[PROC1014]* activities.

Distribution

Deputy District Engineer for Programs and Project Management (DPM)

Project Delivery Team (PDT)*

Project Manager (PM)*

Resource Provider(s)

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

Change Management[PROC1004]

Change Management Plan[REF1025]

Civil Works Program-Specific Information[REF1026]

Command Workload Analysis & Resource Leveling[PROC1024]

HTRW Program-Specific Information[REF1030]

Military Program-Specific Information[REF1027]

P3e User Guide[http://www.hnd.usace.army.mil/p2/tutor/p3e/p3euserguide.pdf]

PMP Development[PROC1012]

PMP/PgMP Content[REF1018]

Project Delivery Acquisition Strategy[PROC1020]

Project Workload Analysis and Resource Leveling[PROC1014]

Research & Development Program-Specific Information[REF1031]

Work Acceptance[PROC1016]

Activity Preface

This process is performed during the development or modification of the PMP, and whenever a change in scope or schedule is required. The development of the resource estimate is one of the most critical activities undertaken by the PDT. In developing the resource estimate, the PM/PDT will be establishing the manner in which they want to manage and report on project product development including the one-to-one and one-to-many relationships (financial, organizational, and product) that will exist between P2 and CEFMS. P2 will generate PR&C information for CEFMS in accordance with these relationships and the level of detail contained in the resource estimate. The PM/PDT will need to plan carefully to ensure they are establishing the P2/CEFMS relationships that will allow them to obtain financial management data needed by the PDT and give them the ability to manage the project using earned value capabilities of P2.

During development of the resource estimate, it is important to include future fiscal year requirements, in accordance with the information contained in *PMP/PgMP Content[REF1018]*. This will improve resource providers' capability to develop future staffing and contract needs and initiate appropriate action to meet these needs, in accordance with *Project Workload Analysis and Resource Leveling[PROC1014]* and *Command Workload Analysis & Resource Leveling[PROC1024].*

During the execution of projects, many day-to-day issues need to be decided regarding distribution of in-house and contract resources between projects and the resulting potential impacts on individual project schedules and costs. Districts are encouraged to form Middle Management teams to address these day-to-day resource issues.

Upon completion of this process, you will return to the calling process.

Project Manager (PM)

1. Open the Project in P3e.

If resource estimate exists, goto task #5. Otherwise, goto task #2.

Project Delivery Team (PDT)

2. Create initial resource estimate at the lowest organizational level in P3e.

   Every activity in the project schedule that requires an expenditure or resource must be included to the lowest level product of the WBS.

   All resourcing must be done at least to the lowest organization level, but may be carried to the individual level, if desired.

   The sum of resource estimates entered into P3e is the project cost estimate, since total resource estimates include all project activities that will be directly or indirectly charged against the project. The budget must be entered by activity and identified by resource type (such as labor, contract, etc.), rather than as a lump sum. This process is critical, since this cost estimate becomes the Baseline for performance measurement. This baseline may be as required during the project's life cycle. Refer to *Change Management Plan[REF1025].*

   Refer to *Project Workload Analysis and Resource Leveling[PROC1014]* accomplished during *Work Acceptance[PROC1016]*.

   Refer to *PMP/PgMP Content[REF1018]*, as well as *Civil Works Program-Specific Information[REF1026]*, *Military Program-Specific Information[REF1027]*, *HTRW Program-Specific Information[REF1030]*, or *Research & Development Program-Specific Information[REF1031]*, as appropriate.

3. Evaluate schedules and resources to determine activities that will be considered for contract, or brokered to other government activities.

   This involves the why, how, when, what, and how much to procure, which includes customer requirements, quality management plans, and identified risk.

   PDT works in conjunction with Resource Provider(s)/Middle Management Team to accomplish this.

If resource estimate includes contract, stop and complete *Project Delivery Acquisition Strategy[PROC1020]*. Otherwise, goto task #4.

4. Revise resource estimate as necessary in P3e.

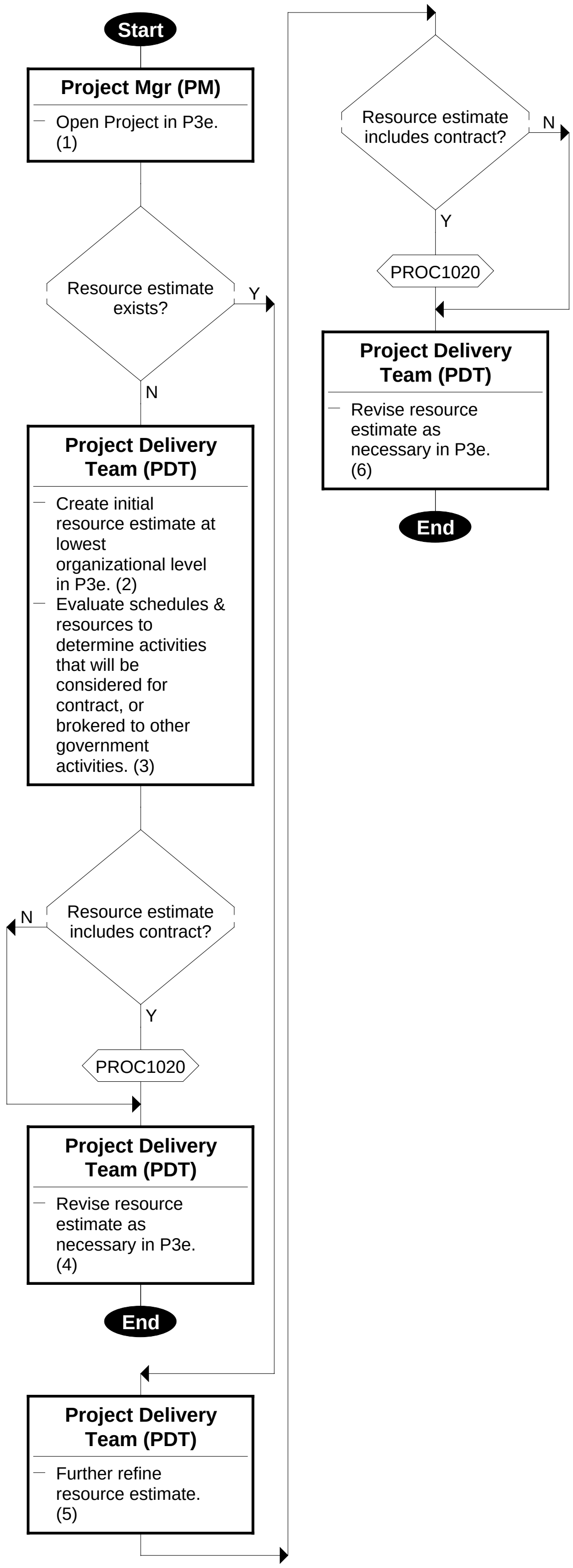
End of activity.

5. Further refine resource estimate.

If resource estimate includes contract, stop and complete *Project Delivery Acquisition Strategy[PROC1020]*. Otherwise, goto task #6.

6. Revise resource estimate as necessary in P3e.

End of activity.



Resource Estimate Development Flowchart

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Project Delivery Acquisition Strategy

Scope

This process defines the steps necessary to determine the method of contracting for a resource/product. This is an ongoing process throughout the life of the project.

Policy

EFARS 7-1[http://www.hq.usace.army.mil/cepr/efars/part07.pdf]

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Responsibility

The Project Delivery Team (PDT) is responsible for evaluating procurement options during project planning and execution.

The Resource Provider(s) is responsible for providing options to his PDT member after performing a Workload Analysis & Resource Leveling evaluation.

The Deputy for Small Business is responsible for providing options to achieve the various goals for different contractor and contract types.

Distribution

Contracting PDT Member*

Deputy for Small Business*

Project Delivery Team (PDT)*

Resource Provider(s)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

Activity Development[PROC1010]

Advanced Acquisition Strategy[PROC1006]

PMP Development[PROC1012]

Project Workload Analysis & Resource Leveling[PROC1014]

Resource Estimate Development[PROC1003]

Activity Preface

This process is performed whenever a resource estimate (see *Resource Estimate Development[PROC1003]*) is developed or modified which includes one or more project activities with a method of accomplishment of "contract." The level of detail of the strategy will be equal to the value and complexity of the proposed acquisition. The strategy will be prepared as soon as possible in the planning of the project and will capture the acquisition decisions made throughout the life of the project. Evaluation of contract strategy will include the PDT, as well as the Resource Providers and the Deputy for Small Business, and may result in a requirement for a formal acquisition plan.

Since this process is part of the *PMP Development[PROC1012]*, the first time through, this process assumes an unapproved PMP. An approved PMP will include the approved acquisition strategy for the project, which will be used in the AAPB *Advanced Acquisition Strategy[PROC1006]*.

As this process was called from *Resource Estimate Development[PROC1003]*, you will return to that process upon completion of this one.

Project Delivery Team (PDT)

1. Develop procurement options (A-E, construction, SBA, etc) for identified activities.

2. Review Advanced Acquisition Planning Board recommendations.

   Recommendations are made during the meetings of the AAPB. Recommendations may be project-specific, contracting strategies, or goals described in board minutes. Refer to *Advanced Acquisition Strategy[PROC1006].*

Resource Provider(s), Deputy for Small Business

3. Provide PDT member with identified acquisition options for activities evaluated for acquisition strategy.

   This may include A-E firms, construction contractors, and considerations of specific small businesses.

Project Delivery Team (PDT)

4. Evaluate all options (initial and ones provided by Resource Providers, Deputy for Small Business).

If agree to recommended alternative, goto task #5. Otherwise, goto task #1.

5. Specify in P3e contract type on each needed activity.

   This is part of what completes the constrained PMP and Project Execution and Control for the Advanced Acquisition Strategy.

   The contract type is one of the numerous activity codes described in *Activity Development[PROC1010]*.

Contracting PDT Member

6. Determine if a formal written acquisition plan requiring higher level approval is required.

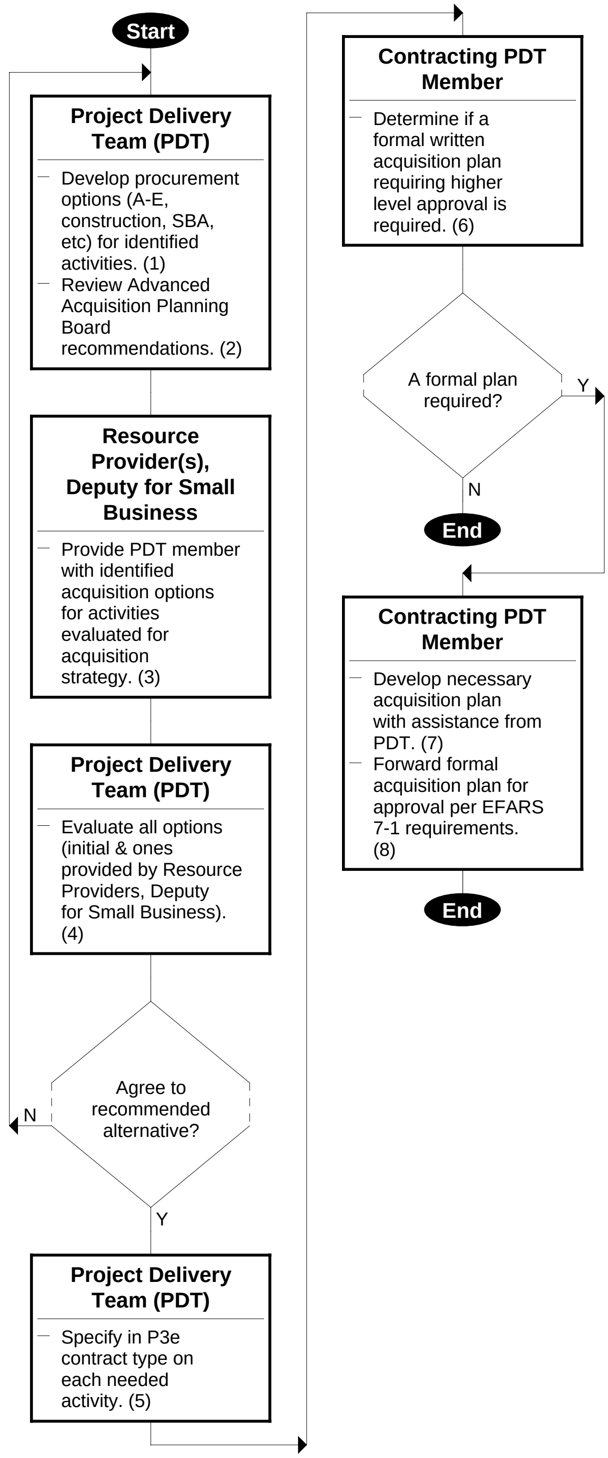
   Contract thresholds dictate when formal acquisition plans are required (see *EFARS 7-1 [http://www.hq.usace.army.mil/cepr/efars/part07.pdf]*.)

If a formal plan required, goto task #7. Otherwise, end of activity.

7. Develop necessary acquisition plan with assistance from PDT.

8. Forward formal acquisition plan for approval per EFARS 7-1 requirements.

End of activity.



Project Delivery Acquisition Strategy Flowchart

PMP Approval

Scope

This process covers how to obtain approval on the Project Management Plan (PMP).

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

Responsibility

The Project Manager is responsible for obtaining approval of the PMP by the Project Delivery Team, Deputy for Project Management and the customer.

Distribution

Approval Authority*

Customer*

Project Manager (PM)*

System References

Acronyms and Glossary[REF1001]

Change Management[PROC1004]

Financial Management[REF1032]

PMP Development[PROC1012]

PMP/PgMP Content[REF1018]

Project Execution and Control[PROC1017]

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

Activity Preface

This process is performed whenever a draft Project Management Plan (PMP) has been developed in *PMP Development[PROC1012]*, or when a change request is generated from *Change Management[PROC1004]*. Approval of a change request will be by the same authority as the original PMP.

The first step in the PMP approval process is getting the approval of the customer. The customer will have representation on the PDT; however, the PMP approval authority for the customer may not be the PDT member. Should the customer not approve the PMP, *PMP Development[PROC1012]* will be executed to develop and incorporate customer changes.

After customer approval, the PMP will be submitted to the appropriate approval authority within USACE. The appropriate approval authority will be as defined in ER 5-1-11. The job title "Approval Authority" refers to the following:

- Deputy District Engineer for Programs and Project Management (DPM)
- Program Manager (PgM)
- Commander
- Project Manager (PM)
- Higher Headquarters

Should the appropriate approval authority not approve the PMP, *PMP Development[PROC1012]* will be executed to develop and incorporate changes. If changes are required, customer approval must be re-obtained.

Once PMP approval is obtained, the PM will indicate approval in P2. If this process was called from *Change Management[PROC1004]*, you will return there; otherwise, continue on to *Project Execution and Control[PROC1017]*.

Project Manager (PM)

1. Provide the PMP to the customer.

   Use electronic distribution where possible, or other means of delivery if necessary.

Customer

2. Review and approve the PMP.

Project Manager (PM)

3. Determine if the customer approves the PMP.

If the customer approves the PMP, goto task #4. Otherwise, end of activity; goto *PMP Development [PROC1012]*.

4. Submit the PMP to the appropriate approval authority for approval via e-mail or workflow.

Approval Authority

5. Review and approve the PMP.

Project Manager (PM)

6. Determine if the PMP was approved.

If the PMP is approved, goto task #7. Otherwise, end of activity; goto *PMP Development [PROC1012]*.

7. Indicate approval of PMP in P2.

   After the PMP is approved and baselined, PR&Cs can be created via the system interface. Refer to *Financial Management[REF1032]*.

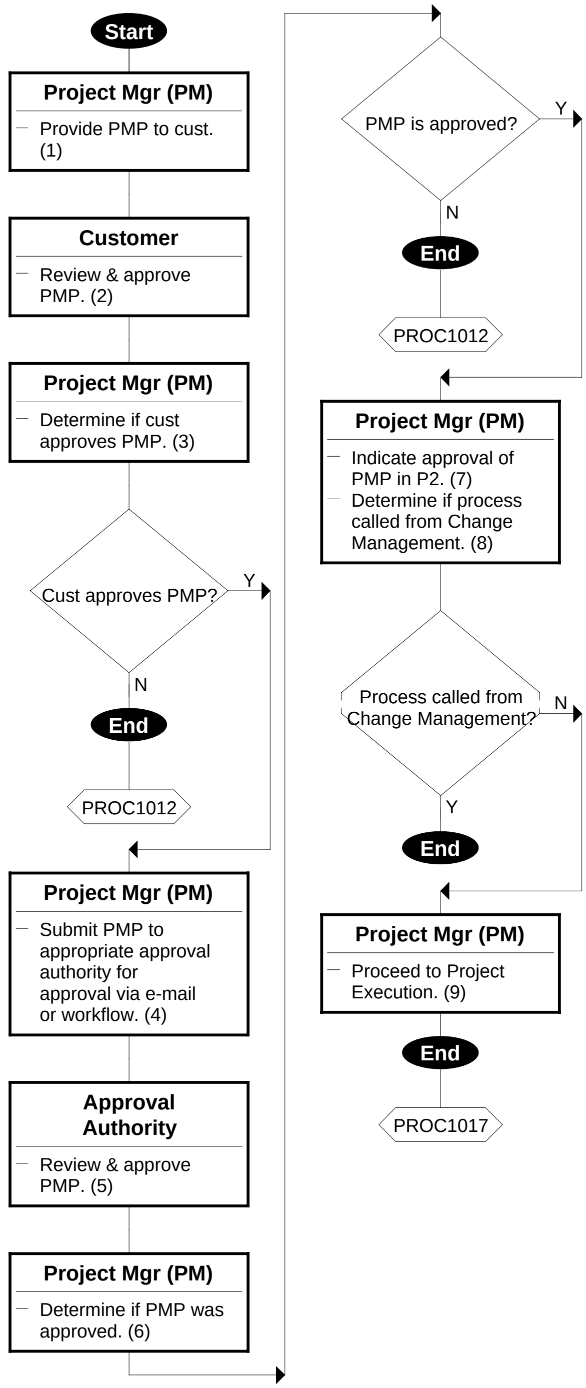
8. Determine if process called from Change Management.

If process called from Change Management, end of activity; Otherwise, goto task #9.

9. Proceed to Project Execution.

End of activity.

Goto *Project Execution and Control[PROC1017]*.



PMP Approval Flowchart

Project Execution & Control

Scope

This process covers how to update and distribute information about scope, schedule, cost, risks, and quality of a project. Reports provide the type of information and the level of detail required by various stakeholders, as documented in the Communications Plan in the PMP.

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

Responsibility

The Project Manager is responsible for ensuring that the Project Delivery Team (PDT) updates the project as required and progresses project activities on a periodic/monthly basis.

PDT members will update and progress the activities they are responsible for in the PMP and scheduled in P3e.

Distribution

Project Delivery Team (PDT)*

Project Manager (PM)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

Activity/Project Closeout[PROC1019]

Change Management[PROC1004]

Command Management Review[REF1017]

Communications Plan[REF1022]

PMP Approval[PROC1018]

PMP Development[PROC1012]

PMP/PgMP Content[REF1018]

Receipt of Funds[PROC1001]

Resident Management System (RMS) Home Page[http://www.hq.usace.army.mil/cemp/c/rms2.htm]

Activity Preface

This process is performed after *PMP Approval[PROC1018]*. While ideally, this should always be the case, reality is that project execution will often begin prior to PMP approval. The PMP will, however, be substantially complete prior to project execution.

Before execution can begin, adequate funds for execution must be available. If adequate funds are not available, the first step will be to request funds. Once funds are received, they will be made available for use by executing *Receipt of Funds[PROC1001]*.

The Project Manager will request the PDT to progress activities, as outlined in *Communications Plan [REF1022]*. The PDT will update and progress their respective activities in P3e as needed. Projects under construction will be updated and progressed via RMS (see *RMS HomePage [http://www.hq.usace.army.mil/cemp/c/rms2.htm]* for more info on this system). Upon completion of updating and progressing, the PDT will notify the PM that updates are complete, as outlined in *Communications Plan[REF1022]*. The PM will then "schedule" the project in P3e (the step in P3e of incorporating updates and reflecting current conditions).

The PM will generate necessary reports, and compare the latest update with the previous update and baseline. Based on that comparison, the PM will determine the need for a PDT meeting. If a meeting is necessary, the PM will get all necessary team members (not all team members may be needed at every meeting) together in the most appropriate forum available (face-to-face, teleconference, VTC, NetMeeting, etc.)

Whether or not a meeting is called, the PDT will evaluate whether changes to the PMP are required and compare project status to established thresholds. If there are changes, they will be addressed by executing *Change Management[PROC1004]*.

At the completion of any activity in P3e, execute *Activity/Project Closeout[PROC1019]*.

Repeat all the steps in the process until ALL activities are complete.

Project Manager (PM)

1. Verify that adequate funds are available to begin/continue execution, and progress project.

If adequate funds are available, goto task #3. Otherwise, goto task #2

2. Request funds.

3. Determine if additional funds have been received.

If adequate funds have been received, stop and complete *Receipt of Funds[PROC1001]*. Otherwise, goto task #4.

4. Request PDT progress project activities, in accordance with *Communications Plan[REF1022]*.

Project Delivery Team (PDT)

5. Review project activities to determine the need for progressing and updating schedule or funding.

If updating and progressing is required, goto task #6. Otherwise, goto task #7.

6. Progress and update project activities in P3e including any known issues.

   If issues are added to the activities, an e-mail notification can be sent to the appropriate party if required via P3e.

   A project under construction is updated and progressed via RMS (see *RMS Home Page[http://www.hq.usace.army.mil/cemp/c/rms2.htm]* for more info on this system).

   Supervision and Administration (S&A) resource estimate development in Districts/Labs/Centers: S&A is established and allocated at the MSC level. Once those allocations are established, each activity's S&A manager is responsible for developing resource estimates for the S&A funds allocated at MSC level. Resource estimates are to be developed in coordination with Construction staff to accurately estimate the cost of doing work.

7. Notify Project Manager in accordance with *Communications Plan[REF1022]* that funding and activities have been reviewed.

Project Manager (PM)

8. Schedule the project in P3e.

9. Generate reports and compare updated project to previous update and baseline.

   Activity Issues Log, Earned Value report, Line Item review report, CMR report, etc.

10. Determine if PDT meeting is necessary.

If a PDT meeting is required, goto task #11. Otherwise, goto task #13.

11. Initiate PDT meeting with necessary attendees.

    All forms of meeting availability can be utilized including Net Meeting, Video Teleconference, etc.

Project Delivery Team (PDT)

12. Discuss impacts of changes to the project management plan in meeting.

    Review performance reports in P2 and thresholds in P3e and compare the performance report actuals against scheduled performance for project activities.

    Review subordinate plans in PMP, including change management, safety, communications, quality, etc.

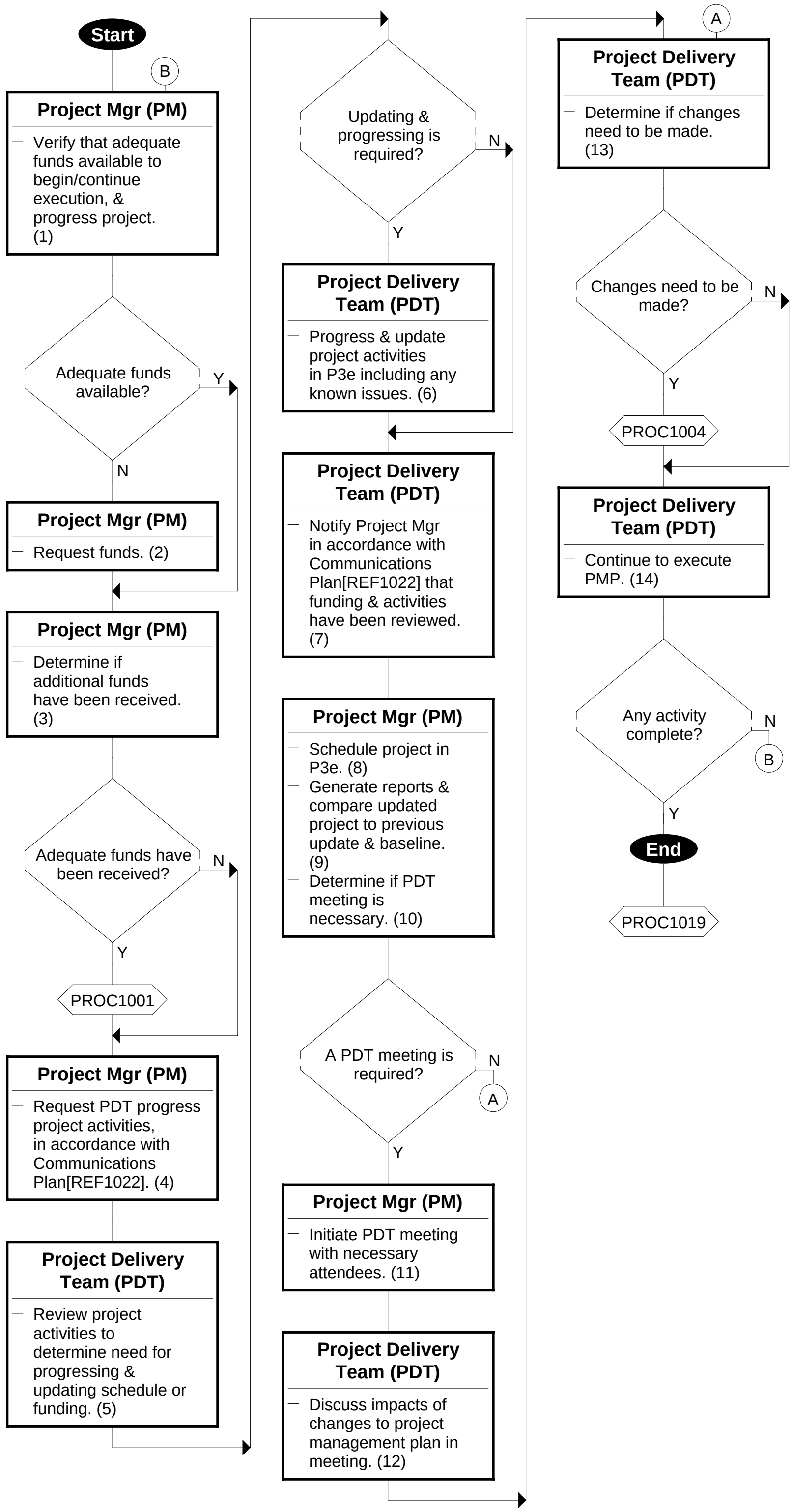
13. Determine if changes need to be made.

If changes need to be made, stop and complete *Change Management[PROC1004*]. Otherwise, goto task #14.

14. Continue to execute the PMP.

If any activity complete, End of activity; goto *Activity/Project Closeout Process[PROC1019]*. Otherwise, goto task #1.

End of activity.



Project Execution & Control Flowchart

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Change Management

Scope

This process covers how to manage changes to the project's PMP. Areas of change may include:

- Scope Change Control
- Schedule control
- Cost control
- Risk Control
- Quality Control
- Acquisition Strategy
- Project Delivery Team
- Communications Plan
- Change Management Plan

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

ER 37-1-26[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-26/entire.pdf]

Responsibility

The Project Manager (PM) is responsible for overall project change control by following the Change Management Plan (included in the PMP).

Project Delivery Team (PDT) members are responsible for notifying the PM as soon as they become aware of any potential changes.

Distribution

Project Delivery Team (PDT)*

Project Manager (PM)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Activity Development[PROC1010]

Change Management Plan[REF1025]

Customer Scope Definition[PROC1007]

PMP Approval[PROC1018]

PMP Development[PROC1012]

Project Delivery Acquisition Strategy[PROC1020]

Project Execution and Control[PROC1017]

Project Workload Analysis and Resource Leveling[PROC1014]

Resource Estimate Development[PROC1003]

Team Establishment[PROC1008]

Activity Preface

This process is performed whenever changes occur to the project. Changes that exceed the thresholds, as established in the *Change Management Plan[REF1025]*, will require a re-approval of the Project Management Plan (refer to *PMP Development[PROC1012]* and *PMP Approval[PROC1018]*).

Change Management is one of the most critical activities undertaken by the PDT. It is the process by which changes in a project are both agreed upon and documented. Approved changes become the basis for adjusting baseline performance measure, and thus impact the performance metrics and quality objectives established for project success. The PDT much reach agreement on all proposed changes, or resolve conflicts using the Project Review Board.

Upon completion of this process, return to the calling process.

Project Delivery Team (PDT)

1. Determine the extent of impact of changes.

   Determine if the identified changes or corrected actions have impacted the project's Baseline PMP scope, schedule, quality objectives, and budget.

2. Determine if the proposed changes exceed the project's PMP thresholds.

   For a definition of threshold, refer to the *Acronyms and Glossary[REF1001]* and *Change Management Plan[REF1025].*

If a proposed change exceeds the project's PMP thresholds, goto task #6. Otherwise, goto task #3.

3. Record changes in P3e.

Changes below the PMP threshold may be documented in P3e using the Issue Log.

4. Determine if changes need to be documented in Lessons Learned.

If documentation needed, stop and complete *Lessons Learned[PROC1021]*. Otherwise, goto task #5.

5. Return to *Project Execution and Control[PROC1017].*

End of activity.

Project Manager (PM)

6. Create or modify "what if" version of the project in P3e.

This scenario will reflect the anticipated changes in the proposed revised PMP.

Stop and complete *PMP Development[PROC1012]*.

7. Initiate a Change Request Form in P2.

The Change Request Form serves as the justification and approval document for the proposed change and the revisions to the PMP.

The Change Request Form should be attached to the project in P3e as a reference document.

For more information on the use of Change Request Form, refer to *Change Management Plan [REF1025]*.

8. Submit the Change Request Form for approval.

Stop and complete *PMP Approval Process[PROC1018]*.

Completion of the PMP Approval process will result in an update of the project data in P2, and an adjustment of baseline project metrics for performance measurement.

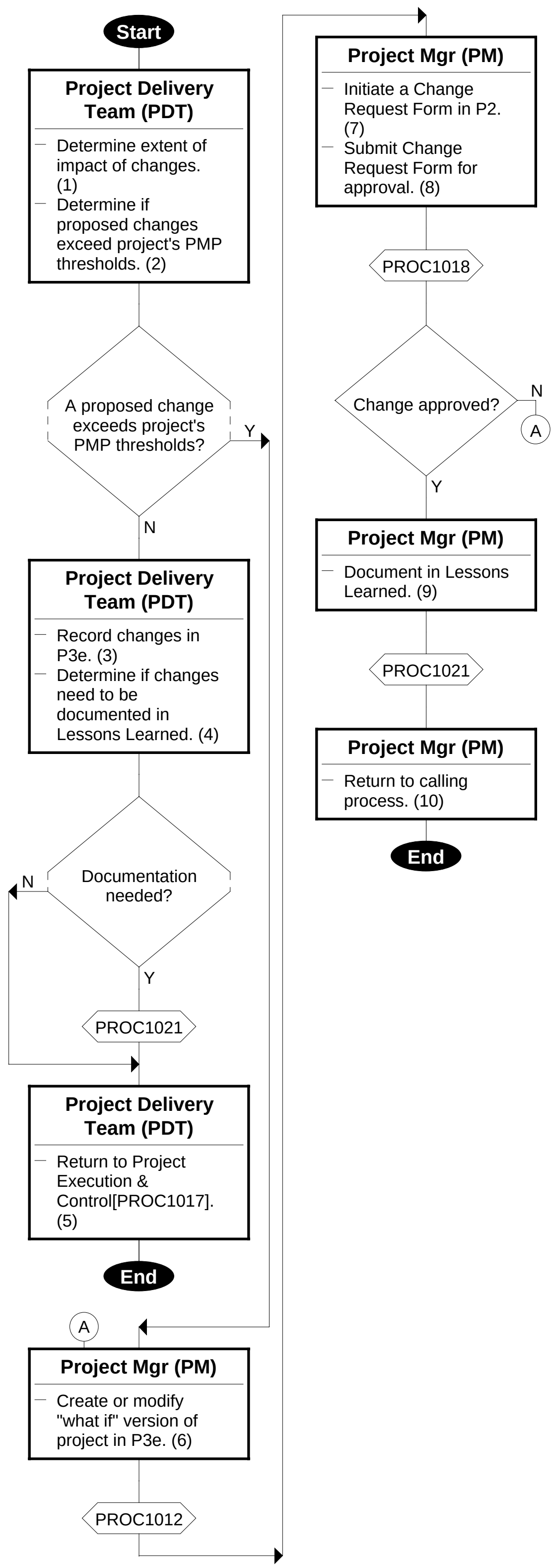
If change approved, goto task #9. Otherwise, goto task #6.

9. Document in Lessons Learned.

Stop and complete *Lessons Learned[PROC1021].*

10. Return to calling process.

End of activity.



Change Management Flowchart

Lessons Learned

Scope

This process covers the establishment of a project delivery process review for the collection, analysis, dissemination, and implementation of "lessons-learned" experiences for activities, projects, programs and other USACE activities. Interim Lessons Learned will be brief and to-the-point; final report will contain more detail. Policy Project delivery process reviews must always be conducted at the end of a project, but additional reviews must also be appropriate at the completion of any phase of a project.

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

ER 1110-1-8159[http://www.usace.army.mil/inet/usace-docs/eng-regs/er1110-1-8159/entire.pdf]

Responsibility

The Project Manager is responsible for ensuring that all appropriate information on Lessons Learned are documented as required.

The Project Delivery Team is responsible for the comparison of planned execution to actual outcomes, and determining the reason for change that exceeds thresholds.

Distribution

Project Delivery Team (PDT)*

Project Manager (PM)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

Change Management[PROC1004]

Activity Preface

This process is linked to the *Change Management[PROC1004]* process. If the change is within the thresholds, the Lessons Learned process is called from the Change Management process, if the PDT determines there is value added. If the change exceeds the thresholds, the Lessons Learned process will be executed. Once this process is completed, you will return to the Change Management process.

Project Delivery Team (PDT)

1. Compare actual outcomes to planned execution in the baseline PMP against defined thresholds.

2. Determine what was right or wrong with what happened.

3. Determine how things should be done differently the next time.

If end of project, goto task #4. Otherwise, goto task #6.

4. Document the results in the form of a Project Delivery Process Review Report (PDPRR).

   (Reporting requirements are currently under development.) The PDPRR should be completed no later than sixty (60) days after the project is deemed substantially complete. The PDPRR serves as a template to facilitate the discussion of the first three parts, as well as to document the results.

Project Manager (PM)

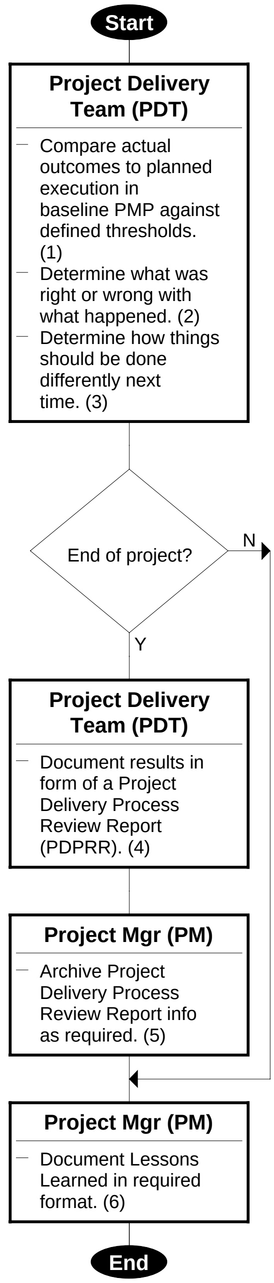
5. Archive the Project Delivery Process Review Report information as required.

   Archival requirements are under development.

6. Document Lessons Learned in the required format.

   Detailed requirements for the Corporate Lessons Learned system (Dr. Checks) are under development at this time, but follow the four step approach of: capture, gatekeeping, use, and sunsetting. Currently, all functions will be required to have some manner of capturing lessons learned in a timely fashion, and forwarding them to a gatekeeper, for evaluation and, ultimately, corrective incorporation within policy, Engineer Manuals, etc.

End of activity.



Lessons Learned Flowchart

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Activity/Project Closeout

Scope

This process covers closeout of activities and projects, including physical and fiscal completion, asset transfer, contractor evaluations, O&M manuals, and as-built drawings. This includes partial transfers and incremental project acceptance.

This will help facilitate the on-going closeout of financial accounts & documents during the life of the project.

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

ER 37-2-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-2-10/part1.pdf]

ER 37-345-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-345-10/entire.pdf]

ER 415-1-16[http://www.usace.army.mil/inet/usace-docs/eng-regs/er415-1-16/entire.pdf]

ER 1165-2-131[http://www.usace.army.mil/inet/usace-docs/eng-regs/er1165-2-131/entire.pdf]

Responsibility

The PM is responsible for project closeout; however, the required actions will require participation of a number of Project Delivery Team Members. This includes the requirement to transfer property to customer and closeout project financial cost accounts after project documents or the design and construction contracts are closed out, so excess funds can be returned to HQUSACE/Customers. The PM ensures that necessary documentation has been received so that project capitalization costs (accounted for in the Construction-in-Progress (CIP) account) are properly transferred out of the CIP account.

Distribution

Project Delivery Team (PDT)*

Project Manager (PM)*

Resource Management Office

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

CEFMS Users Manuals Online[http://rmf31.usace.army.mil/cefmsdoc/]

Civil Works Program and Budget Process[PROC1022]

Lessons Learned[PROC1021]

PMP/PgMP Content[REF1018]

Project Execution and Control[PROC1017]

Activity Preface

This process is performed whenever projects and/or phases of projects, including specific activities, are complete. Projects can also include oversight of contracts, such as Service and IDIQ. The initiation of this process will derive from *Project Execution and Control[PROC1017]*. District SOP's for transferring costs from Construction-In-Progress (CIP) accounts should address the majority of steps shown below. Best business practice is for District SOP's to include fiscal closeout, as well as physical closeout for asset management. District CIP SOP's should ensure that District's General Ledger Accounts properly reflect projects as complete or under construction. Note that the joint Review of Commitments and Obligations requirement is a quality assurance process to steps 1-5. Reference ASA (FM&C) memorandum, dtd 26 Jan 99, subject: Quarterly Reviews of Commitments & Obligations. It is important to remember that closeout of projects and/or phases of projects serve two important purposes: (1) the transfer of cost to the appropriate accounts (Place in Service, Local Interest, or Unfeasible), and (2) excess funds can be reprogrammed. It is also important to reference *Lessons Learned[PROC1021]* during this process.

If the project is complete, you will continue on to the Operation & Maintenance (O&M) phase. Otherwise, you will return to *Project Execution and Control[PROC1017]*.

Project Manager (PM)

1. Ensure PDT reviews unliquidated obligations and undelivered orders in CEFMS for completed activities.

2. Ensure PDT completes all closeout documents (e.g., contractor evaluations, A-E evaluations, as-built drawings, and O&M manuals), and that they are done in accordance with applicable regulations.

Project Delivery Team (PDT)

3. Complete all closeout documents.

4. Clear outstanding obligations and commitments in PR&C's & workitems.

5. Close work items/reallocate funds, if appropriate.

Stop and complete *Lessons Learned[PROC1021]*.

If activity has an asset work item, goto task #6. Otherwise, goto task #7.

6. Process cost transfer in accordance with applicable regulations and policies and District SOP's.

7. Proceed with closeout of activity.

If all activity work items are closed, all funds reallocated to project work item, and all claims settled, goto task #8. Otherwise, End of Activity; goto *Project Execution and Control[PROC1017]*.

8. Determine if project is cost-shared.

If cost-shared, goto task #9. Otherwise, goto task #11.

9. Examine total expenditures for each type of funds to determine if correct cost-sharing exists.

    Each project which is cost-shared has a certain percentage that is paid by the customer in dollars or other contributions. CEFMS has the capability to determine the balancing of these percentages at the completion of a project.

    Refer to *Section 26, Cost Sharing, of the CEFMS Users Manual [http://rmf31.usace.army.mil/cefms/doc/user_manuals/sec26-cost-share.pdf]*

    Also refer to *ER 1165-2-131[http://www.usace.army.mil/inet/usace-docs/eng-regs/er1165-2-131/entire.pdf]*

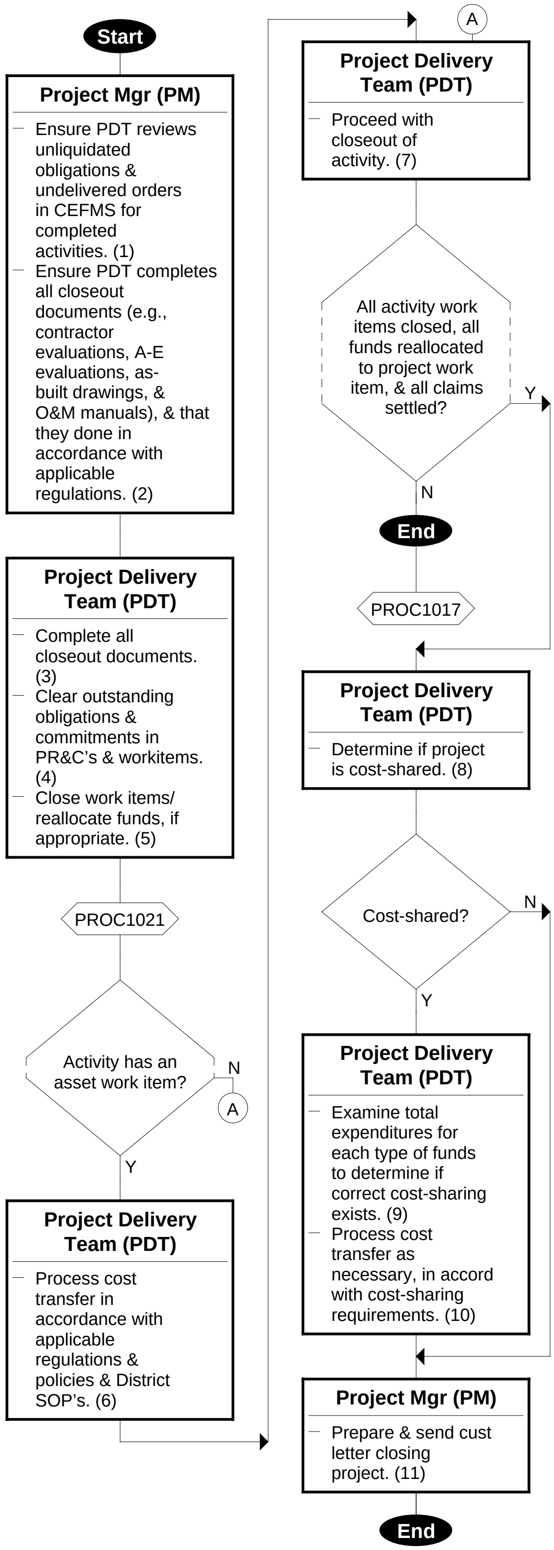
10. Process cost transfer as necessary, in accord with cost-sharing requirements.

    Refer to *Civil Works Program and Budget Process[PROC1022]*.

Project Manager (PM)

11. Prepare and send customer letter closing project.

End of activity.



Activity/Project Closeout Flowchart

District Operating Budget

Scope

This process covers the process of developing, preparing, and executing command operating budgets. The operating budget is a formal, written plan that aligns the operating/mission requirements with the funding sources of an organization. An operating budget reflects the missions and specific command objectives of the organization, as well as any limitations and controls (e.g., constraining targets, available funds) imposed upon it. An operating budget provides the command with the means to control obligations and expenditures against approved funding levels. The objective of the operating budget is to provide managers with the ability to direct and control their resources to accomplish their mission and the ability to plan, organize and staff their programs and projects. The operating budget will reflect three fiscal years (i.e., CFY, BY, and BY+1).

Policy

EP 37-1-3[http://www.usace.army.mil/inet/usace-docs/eng-pamphlets/ep37-1-3/entire.pdf]

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

ER 37-1-24[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-24/entire.pdf]

Responsibility

The Resource Management Office is responsible for the development and oversight of the Command Operating Budget. The Command Operating Budget Guidance includes:

- Mission statement.
- Commanders' objectives and priorities.
- Information on proposed organizational changes.
- Information on all pertinent Consolidated Command Guidance (CCG) targets.
- Instructions on formulating in-house labor base.
- Regional Management Board guidance (to include epiphanies and holy visions).
- Projected effective, departmental overhead and General and Administrative (G&A) rates.
- Projected facility account distributions**.**

The DPM and Resource Management Office work together to verify income projections.

All offices are responsible for working with Resource Management Office to develop rates, monitoring budgets, advising of workload changes and assuring income forecasts are reasonable and dependable.

The Commander is responsible for approving or disapproving the operating budget.

Distribution

All Offices

Commander

Program & Budget Advisory Committee (PBAC)

Program Delivery Team (PgDT)

Resource Management Office

Deputy District Engineer for Programs and Project Management (DPM)

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

CEFMS Users Manuals Online[http://rmf31.usace.army.mil/cefmsdoc/]

Departmental Overhead & Support Service Organizations[PROC1023]

PMP/PgMP Content[REF1018]

Project Workload Analysis and Resource Leveling[PROC1014]

Resource Forecast Analysis Annual Schedule[REF1009]

Activity Preface

This process is performed as required; the initial phase usually begins in the 3rd quarter. For more information on the phases of the 3-year Command Operating Budget cycle, see the Operating Budget 3-Year Process information in *Resource Forecast Analysis Annual Schedule[REF1009]*. The Commander and RMO will publish required documentation to assist the District in completing the following. Program and project managers are responsible for ensuring that projected work and resource estimates, at an appropriate level of detail, are entered into P2. This will be the outcome of the outyear information (detailed in *PMP/PgMP Content[REF1018]*, or the *Departmental Overhead & Support Service Organizations[PROC1023]* process. Resource providers are responsible for reviewing the projected workload and income for their respective organizational elements and balancing staffing to meet requirements (see *Project Workload Analysis and Resource Leveling[PROC1014]*). This becomes the basis for the income projections for the operating budget.

Commander

1. Issue command guidance.

   The Commanders identify targets and limitations (A-E, Supervision and Administration, overtime, travel, training, awards, etc.) income estimating guidelines and budget milestones.

Resource Management Office, All Offices

2. Publish the budget call letter and distribute to all office chiefs and PBAC members.

Stop and complete *Departmental Overhead & Support Service Organizations[PROC1023]*.

3. Formulate the budget.

   This is the initial phase of the operating budget process and usually begins in the 3rd quarter. The formulation process will begin with establishing initial planning rates and determining effective rates for both the budget and budget +1 years IAW the COB Guidance and the USACE Consolidated Command Guidance (CCG). COBs will be developed to achieve the TLM and G&A rates as outlined in the CCG. Command workload (contract and in-house) projections are derived from program and project data entered into P2. (All organizations will use the CEFMS Operating Budget Module to formulate and execute their operating budgets) Refer to *Operating Budget Section of the CEFMS Users Manual[http://rmf31.usace.army.mil/cefms/doc/user_manuals/operbud.pdf]* for more info on this system. In phase 1 of P2, the district operating budget will have to be done through manual data entry; in Phase 2, data will be loaded from P2 to CEFMS

Resource Management Office

4. Review and analyze the budget.

   The RMO reviews the initial input from the organizations for reasonableness, accuracy, valid assumptions, and past performance. They are also responsible for reviewing and analyzing rates for departmental overhead, general and administrative overhead, facility accounts and plant accounts to gauge their appropriateness and reasonableness. RMO prepares a proposed budget, identifies the impact of alternatives to the proposed budget, makes recommendations, and presents the proposed budget to the PBAC (Program Budget Advisory Committee).

If budget equals income, goto task#5. Otherwise, goto task #3.

Program & Budget Advisory Committee (PBAC)

5. Review and determine recommended budget

   The PBAC will review the proposed budget and alternatives and will determine a recommended budget for submittal to the Commander. The PBAC may identify unfinanced requirements, to include by-item cost estimates and justifications. The PBAC reviews and recommends significant changes to the Commander for approval.

If budget equals income, goto task#6. Otherwise, goto task #1.

Commander

6. Approve or disapprove operating budget prior to beginning of new fiscal year (BY).

The RMO presents the PBAC recommended budget and alternatives for final Command approval. The approved operating budget is made available for execution in CEFMS. Refer to *Operating Budget Section of the CEFMS Users Manual[http://rmf31.usace.army.mil/cefms/doc/user_manuals/operbud.pdf]* for more information. Commander's approval of organizational budgets will trigger release of funding to support elements. Refer to *Departmental Overhead & Support Service Organizations[PROC1023]*.

District operating budgets are sent to their RMB for review and recommendation for approval from the MSC Commander. Labs, MSC, and HQ are reviewed by PBAC.

In the event regional efforts have not developed an income proposal that is sufficient to meet baseline resource requirements, the Commander must develop an action plan and provide it to the next-higher commander. Only the Center and MSC Commanders may make a recommendation to the USACE Commander that a baseline facility, labor, equipment, service or supply requirement will not be resourced.

If budget approved, goto task #7. Otherwise, goto task #1.

Resource Management Office

7. Release funding to support elements.

Program Delivery Team (PgDT)

8. Execute the budget.

Program Delivery Teams execute in accordance with the approved operating budget.

Resource Management Office, All Offices

9. Monitor the budget/mid-year review via reports from CEFMS.

CEFMS reports will be used to monitor execution of Operating budgets. The RMO provides periodic execution reports and analysis to the PBAC and the Commander. As a minimum, a mid-year review will be completed.

Resource Management Office, All Offices, Program & Budget Advisory Committee (PBAC)

10. Adjust the budget.

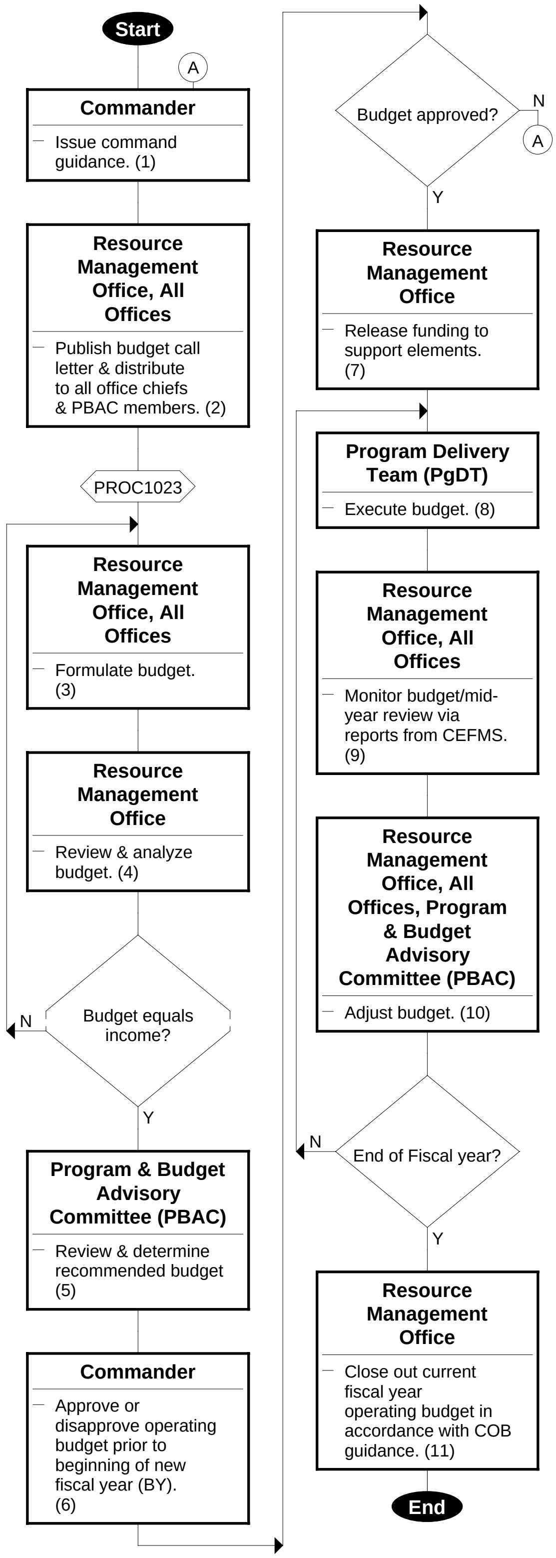
Significant operating budget changes identified during the monitoring stage will be summarized and presented to the PBAC for review and the Commander for approval. Changes to program and project schedules entered in the P2/CEFMS AIS will be adjusted in the operating budget as they occur. Refer to *Operating Budget Section of the CEFMS Users Manual [http://rmf31.usace.army.mil/cefms/doc/user_manuals/operbud.pdf]* for more information.

If end of Fiscal year, goto task #11. Otherwise, goto task #8.

Resource Management Office

11. Close out the current fiscal year operating budget in accordance with the COB guidance.

End of activity.



District Operating Budget Flowchart

Regional Advanced Acquisition Strategy

Scope

This process covers the process for regionally reviewing contract activities through a Regional Acquisition Planning Board (RAPB) at each MSC. This board will utilize results from the Districts' Advanced Acquisition Planning Boards.

Policy

EFARS 7-1[http://www.hq.usace.army.mil/cepr/efars/part07.pdf]

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

Responsibility

The Regional Acquisition Planning Board (RAPB) shall assess regional acquisition matters at least twice annually and report to the Regional Management Board (RMB) on regional acquisition trends, balancing contracting capacity among Districts, Division-wide acquisition capacity, and the planned strategy to meet regional needs and required contracting goals. It will also identify contracting methods and capabilities to enhance mission execution, better support customers, and other items of regional concern. No District contracting responsibilities will be usurped by the RAPB.

Distribution

Major Subordinate Command (MSC) Director assigned the Technical Division*

Regional Acquisition Planning Board (RAPB)*

Regional Management Board (RMB)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

Advanced Acquisition Strategy[PROC1006]

Activity Preface

This process is performed at least semi-annually. Regional acquisition planning is the strategy by which procurement decisions are coordinated and integrated across the entire region. It is an extension of the District's acquisition planning efforts. The RAPB will be focused on the review of District acquisition strategies, regionalizing contracting where appropriate, facilitating sharing of contracts, developing contracting capabilities to enhance customer support efforts, developing and implementing standard operating procedure for regional contracting, enhancing Small Business opportunities, and maintaining regional contracting database and website. This Board will neither duplicate nor supplant the responsibilities of the Director of Contracting or the Deputy for Small Business at the MSC, and Chiefs of Contracting and Small Business at the District level.

Regional Management Board (RMB)

1. Form and activate Regional Acquisition Planning Board (RAPB).

   The RAPB will serve as an Operating Committee of the RMB. The RAPB will consist of the Chief of Contracting and one technical or project/programs representative from each district (appointed to two-year term), the Directory of Contracting, Deputy for Small Business, and one technical and one programs representative from the MSC. The MSC should ensure that there is a mix of technical and project/programs representatives on the Board.

Major Subordinate Command (MSC) Director assigned the Technical Division

2. Provide general oversight of RAPB.

3. Appoint Chairperson of RAPB to two-year term.

Regional Acquisition Planning Board (RAPB)

4. Conduct periodic, but at least semi-annual, reviews of Districts' Advanced Acquisition strategies.

   On or about 1 November and 1 May each year, the RAPB will review the Districts' Advanced Acquisition strategies. These reviews shall include regionalizing contracting where appropriate, facilitating sharing of contracts, developing contracting capabilities to enhance customer support efforts, developing and implementing standard operating procedure for regional contracting, and enhancing Small Business opportunities throughout the region. The RAPB can be called to meet at other times, as determined by RAPB Chairperson.

5. Establish and manage a region-wide web-based contract database from info in the Standard Procurement System (SPS), Procurement Desktop Defense (PD2).

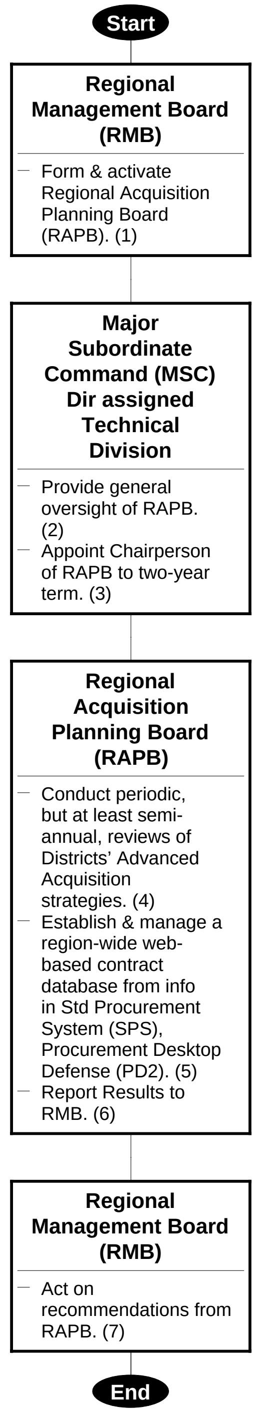
   Each RAPB shall establish and manage a region-wide, web-base contract database that enables Districts to make business decisions to meet the delivery schedules of its customers, provide the flexibility to share contracts, decrease the number of hollow contracts, identify opportunities for Small and Disadvantaged Businesses; and provide acquisition alternatives for use in gaining program execution efficiencies.

6. Report Results to RMB.

   At the first RMB meeting after each RAPB semi-annual meeting, the RAPB Chairperson will provide a verbal report to the RMB with the RAPB recommendations.

7. Act on recommendations from RAPB.

End of activity.



Regional Advanced Acquisition Strategy Flowchart

Departmental Overhead & Support Service Organizations

Scope

This process defines utilization of the USACE Business Process (USACEBP) for **all** departmental overhead and support service organizations. This process also covers the use of facility accounts for distributive costs and automatic reimbursable work by support staff services.

Policy

ER 5-1-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-10/entire.pdf]

ER 37-1-24[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-1-24/entire.pdf]

ER 37-2-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-2-10/part1.pdf]

Responsibility

Each office will have an employee(s) (Program Delivery Team) responsible for the performance and management of their organization (these individuals often are referred to as a director, Office of the Chief, Resource provider, Program managers or Project manager). The PgDT is also responsible for the development of an annual budget and resource management (such as labor) to deliver quality services and support. The PgDT may also want to consider developing a separate PMP for any specifications, one-time initiative that will better define a specific scope/project, schedule and budget/resources.

Distribution

Program Delivery Team (PgDT)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

Activity Development[PROC1010]

Activity/Project Closeout[PROC1019]

CEFMS Users Manuals Online[http://rmf31.usace.army.mil/cefmsdoc/]

Change Management[PROC1004]

Change Management Plan[REF1025]

Communications Plan[REF1022]

Customer Scope Definition[PROC1007]

Operating Budget[PROC1015]

PMP Development[PROC1012]

Project Delivery Acquisition Strategy[PROC1020]

Quality Management Plan[REF1024]

Resource Estimate Development[PROC1003]

Risk Management Plan[REF1023]

Team Establishment[PROC1008]

Activity Preface

This process describes the actions necessary for PgDTs to perform in order to manage all work within the PMBP, utilizing corporate automated information systems, such as P2 and CEFMS. Both internal support service functions and all departmental overhead are represented in this document, with the goal that 'all work' may be accounted for within P2, and an accurate picture of a District and region's true workload may be shown.

The current plan for P2 shows that integration of internal support service organizations will be done in Phase 2 of P2 implementation.

Program Delivery Team (PgDT)

1. Develop an operating budget (P2/CEFMS) for fiscal year CFY and fiscal years BY/BY+1.

   Refer to *Operating Budget Section of the CEFMS Users Manual [http://rmf31.usace.army.mil/cefms/doc/user_manuals/operbud.pdf]*. The sum of the resource estimates must equal the approved operating budget estimate. Refer to *Resource Estimate Development [PROC1003]*

2. Coordinate with customer organizations on the scope development, identify deliverables, and identify resource requirements for incorporation in the Command Operating Budget (COB)

   Refer to *PMP Development [PROC1012]*).

   A Program Management Plan (PgMP) should be kept as simple as possible, and must contain the following information:

   a. Scope: General description of the scope, functions, and services of the organization's support mission. Using the organization's mission, organization and functions regulation as a guide, the PgDT will develop a PgMP to identify the general scope and functions of the organization's support mission. Refer to *Customer Scope Definition[PROC1007].*

b. Schedule: In-house labor and contracted service (e.g. facility, equipment and supply) cost estimates must be included for support services programs and project activities for CFY through BY+1 for use in workload management. Refer to *Activity Development[PROC1010].*

c. Funding: Source, available budget, etc. ED&M, Revolving Fund(s) etc. Refer to *Resource Estimate Development[PROC1003]* .

d. Work Breakdown Structure: Use of Corps standard CEFMS/P2 Work Breakdown Structure for the functional organization/activity.

e. List of team members: If applicable. Refer to *Team Establishment[PROC1008]*.

f. Quality Objectives: G&A, departmental overhead accounts and facility accounts to achieve nominal balances at fiscal year end, quality objectives for internal customers. Refer to *Quality Management Plan[REF1024].*

g. Procurement Strategy: If applicable. Refer to *Project Delivery Acquisition Strategy[PROC1020].*

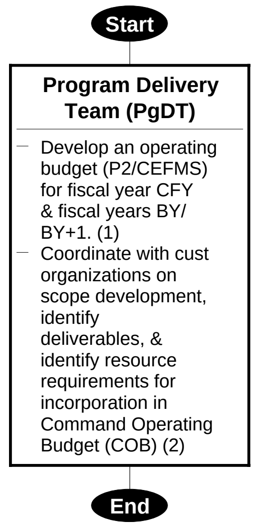
h. Change Management Plan: Changes to the plan will require prior approval, such as the PBAC process (e.g. mid-year budget review/PBAC approval) (see Change Management). Refer to *Change Management[PROC1004]* and *Change Management Plan[REF1025].*

i. Communications Strategy: Specify, as a minimum, command communications system (routine uses of email and P2/CEFMS). Refer to *Communications Plan[REF1022].*

j. Risk Management, as applicable. Refer to *Risk Management Plan[REF1023]*.

k. Closeout Plan: CFY activity will be closed out at the end of the fiscal year. Refer to *Activity/Project Closeout[PROC1019].*

End of activity.



Departmental Overhead & Support Service Organizations Flowchart

Command Workload Analysis & Resource Leveling

Scope

This process covers the general process by which the Regional Management Board (RMB) and regional Business Management Office accomplish workload analysis and resource leveling.

This process does not cover workload analysis and resource leveling at the project level. For that information, refer to *Project Workload Analysis and Resource Leveling[PROC1014]*.

Policy

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

Responsibility

The regional Business Management Office (BMO) is responsible for executing the P2 Resource Forecasting Analysis and advising the Regional Management Board (RMB) on workload-related problems in a District.

The Regional Management Board (RMB) is responsible for evaluating Division functional workload information from P2, based on District resource data as required to support operational and strategic planning. Default P2 report will be based on forecasted workload and resource conflicts outside of the Quarterly Trigger Values Chart limits contained in *Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008]*. The focus of the RMB will not be CFY execution, but outyear forecast.

Distribution

Business Management Office (BMO)*

Regional Management Board (RMB)*

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

Acronyms and Glossary[REF1001]

Resource Forecast Analysis Annual Schedule[REF1009]

Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008]

Activity Preface

This process is performed on a quarterly basis, at the regional level, to address management and reporting issues, as described in the *Resource Forecast Analysis Annual Schedule[REF1009]*.

Quarterly triggers for action on out-of-balance resourcing are shown in the Quarterly Trigger Values Chart contained in *Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008]*. Information in the reports utilized by the Business Management Office (BMO) and Regional Management Board (RMB) will come from data contained in P2; therefore, a truly accurate portrayal of the workload will only be available when all work is in P2.

Business Management Office (BMO)

1. Execute P2 Resource Forecasting Analysis.

2. Advise Regional Management Board (RMB).

3. Develop and maintain Regional Plan that addresses long-term command strategies.

   While detailed analysis is only conducted for CFY, BY, and BY+1, long-term estimates of future workload for BY+2 through BY+4 will be evaluated using P2 analysis tools. Other considerations include history of Congressional Adds, the overall Corps Strategic Vision, and policy initiatives.

Regional Management Board (RMB)

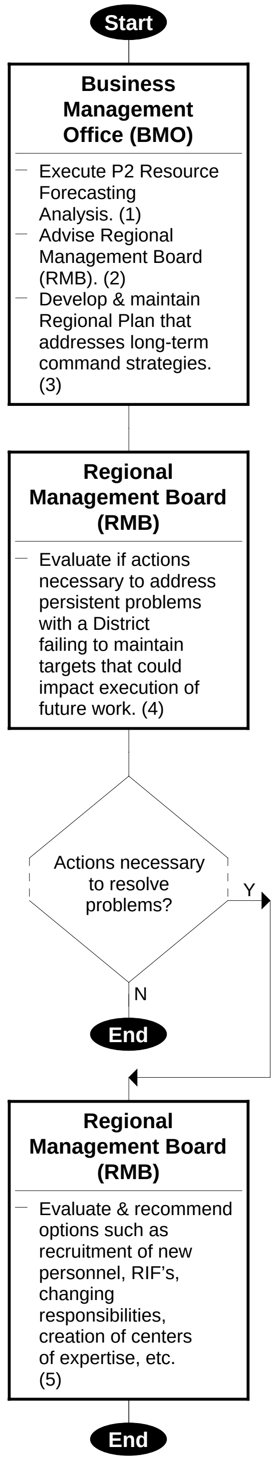
4. Evaluate if actions are necessary to address persistent problems with a District failing to maintain targets that could impact execution of future work.

   Refer to Quarterly Trigger Values Chart contained in *Standard and Recommended Computations for Workload Analysis and Resource Leveling[REF1008]*.

If actions are necessary to resolve problems, goto task #5. Otherwise, end of activity.

5. Evaluate & recommend options such as recruitment of new personnel, RIF’s, changing responsibilities, creation of centers of expertise, etc.

End of activity.



Command Workload Analysis & Resource Leveling Flowchart

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Acronyms and Glossary

Scope

This reference document's purpose is to aid users of the Business Processes (BP) and P2, by providing a quick reference to both acronyms used in the other documents, as well as a common definition of terms, as they relate to BP and P2.

Distribution

All USACE employees

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice. All acronyms marked with a * are defined in the glossary

Acronyms

AAPB: Advanced Acquisition Planning Board

AIS: Automated Information Systems

AOR: Area of Responsibility

BCE Base Civil Engineer

BOD: Beneficial Occupancy Date

BY: Budget Year

BY+1: The Budget Year plus one year

BY-1: Current Year

CCG: Consolidated Command Guidance

CEFMS: Corps of Engineers Financial Management System

CFY: Current Fiscal Year

CIP: Construction in Progress

CMR: Command Management Review

COB: Command Operating Budget

CWE: Current Working Estimate

DPM: Deputy District Engineer for Programs and Project Management

DPW Department of Public Works

EPS: Enterprise Project Structure

FAD: Funding Authorization Document

FORCON/CERAMMS: Force Configuration, Corps of Engineers Resource and Military Manpower System

FS: Feasibility Study

GOPR: Government Order Purchase Request

HTRW: Hazardous, Toxic and Radioactive Waste

MIPR Military Interdepartmental Purchase Request

MOA: Memorandum of Agreement

MSC: Major Subordinate Command

NAS: Network Analysis Software

NEPA: National Environmental Policy Act

PA: Preliminary Assessment

PBAC: Program and Advisory Committee

PDT: Project Delivery Team

PgM: Program Manager

PgMP: Program Management Plan

PM: Project Manager

PMBP: Project Management Business Process

PMP: Project Management Plan

POC: Point of Contact

PRB: Project Review Board

PR&C: Purchase Request & Commitment

RM: Resource Management Directorate / Office

RMB: Regional Management Board

RTA: Ready To Advertise

SA: System Administrator

S&A: Supervision and Administration

SFO: Support For Others, Work completed by the USACE for non-DOD governmental entities.

SI: Site Investigation

SOS: Scope of Service

USACEBP: USACE Business Process

WAD: Work Authorization Document

WFO: Work for Others Work completed by the USACE for other DOD entities.

WBS: Work Breakdown Structure. A hierarchy of work that must be accomplished to complete a project, which defines a product or service to be produced. The WBS is structured in levels of work detail, beginning with the deliverable itself, and is then separated into identifiable work elements.

Glossary

ACQUISITION PLAN: The formal process of deciding how a project will be executed and what and how many contracts will be required.

ACTIVITY: In P3e, activities are the fundamental work elements of a project. They are the lowest level of a work breakdown structure (WBS) and, as such, are the smallest subdivision of a project that directly concerns the project manager. Although you can divide activities into steps, an activity's primary resource is typically responsible for managing and tracking the progress of an activity's steps, while the project manager is typically responsible for managing and tracking the progress of the overall activity.

ACTOR: The job title of the person who provides a service for a project, e.g., Project Manager.

AREA OF RESPONSIBILITY: The recognized boundaries within which a district is the primary executing agent for the UASCE.

AUTOMATED INFORMATION SYSTEM: A combination of computer hardware and software, telecommunications information technology, personnel, and other resources that collect, record, process, store, communicate, retrieve, and display information.

BUSINESS PROCESS: The overarching process by which USACE supplies products and services to its customers; includes ER 5-1-11, the PMBP and P2. Also known as the Project Management Business Process (PMBP). The series of defined steps which guide a project manager thru the process of initiating, planning, executing, and closing out work for a customer. The over-arching process recognizes that product-related process exists below this level.

CONSTRAINTS: In a schedule, imposed date restrictions used to reflect project requirements that cannot be built into the logic.

CORPORATE BOARD: The DE and key staff chiefs.

CORRECTIVE ACTION: Action taken to eliminate the causes of an existing nonconformity, defect, or other undesirable situation in order to prevent recurrence.

CRITICAL PATH: In a schedule, the longest continuous path of activities thru a project that determines the project completion date.

CUBE: an Oracle Express multidimensional database.

CUSTOMER: Customer as used in this reference may be a number of people/organizations to include partners and stakeholders. In general, the customer is any individual or organization for which USACE delivers projects or services to meet specific needs. The intent of the use of the term is not to define a specific group of individuals or organizations, but rather to convey a corporate orientation of public service modeled after private industry's “customer service” model. The true USACE customer is the American public.

CUSTOMER ORDER: A CEFMS term used to denote payment for work by any means other than a Funding Authorization Directive (FAD).

CUSTOMER SCOPE: The agreed upon definition of the project the USACE is to execute. Ideally, the customer scope is the product of a synergistic effort between the customer and the USACE. The customer scope becomes part of the PMP.

DEPUTY DISTRICT ENGINEER FOR PROGRAMS AND PROJECT MANAGEMENT (DPM): The civilian deputy to the District Commander. DPM as used in this regulation includes Center positions such as Deputy for Programs and Technical Management and Deputy for Programs and Project Management/Project Delivery Team.

EARNED VALUE: An indicator of project progress, which compares baseline information, actual information and a qualitative measure of actual product progress based on a work-in-process measurement.

ECHELONS: Levels in the organizational hierarchy–district/lab/center, the MSC and HQs.

EMPOWERMENT: Having authority to exercise judgment and take action, with the responsibility for resultant positive or negative consequences.

FUNCTIONAL ORGANIZATION: Organization structure in which staff are grouped by technical specialty.

GOVERNMENT ORDER: A Military Interdepartmental Purchase Request (MIPR) issued as payment for goods and services.

HARD WORK: Work on the current or future phase of an existing project with an approved schedule and adequate funding available, budgeted, or expected.

MENTORING: Guiding and assisting in development of individual and group skills to enhance performance, by freely giving the benefits of one’s knowledge and experience to others.

MATRIX ORGANIZATION: An organizational structure in which individuals share responsibility within their organization and as responsible members assigned to teams.

MATRIX TEAM: Group of people working across organizational boundaries for a common purpose.

OPERATING BUDGET: A formal, written plan that aligns the operating/mission requirements with the funding sources of an organization. Reflects the missions and specific command objectives of the organization, as well as any limitations and controls (e.g., constraining targets, available funds) imposed upon it. Provides the command with the means to control obligations and expenditures against approved funding levels. The objective of the operating budget is to provide managers with the ability to direct and control their resources to accomplish their mission and the ability to plan, organize and staff their operations.

ORACLE TUTOR: The software used to produce USACE Business Process documents. Refer to the *USACEBP/P2 website[http://www.hnd.usace.army.mil/p2]* for an overview of Oracle Tutor, and its functionality.

OUTREACH COORDINATOR: One who coordinates finding and assigning new customers within a district.

OUTYEAR: is defined as time beyond the current fiscal year, up to BY+4 or end of current phase, whichever is longer. Scheduling and resourcing for outyears will be for purposes of projecting staffing needs and project execution methods. It is recognized that estimates for an organization’s taskings will be based on less than optimum information. Nevertheless, even an estimate based on the PMP or other written documents will be worthwhile in anticipating workload in the outyears and therefore useful in the analysis.

PROGRAM: A group of projects or recurring services that may be categorized by funding source, requirements defined in the program management plan, or other common criteria for which resources are allocated and collectively managed.

PROGRAM MANAGEMENT: Component of the PMBP undertaken by all USACE echelons to manage programs. It consists of the development, justification, management, defense and execution of programs within available resources, in accordance with applicable laws, policies, and regulations, and includes accountability and performance measurements. Under program management, programs, projects and other commitments are aggregated for oversight and direction by the organization's senior leadership. Program management takes project management to a greater level of interdependence and broadens the corporate perspectives and responsibilities.

PROGRAM MANAGER: One who manages some or all undertakings within a unique classification. A program manager can manage any combination of other program and project managers. The district MilCon program manager can manage all the installation MilCon program managers.

PROJECT: Any work intended to produce a specific expected outcome. A project has a defined scope, quality objectives, schedule, an cost. Internal services are discrete projects when they are non-recurring or of special significance.

PROJECT DELIVERY TEAM: Project Delivery Team (PDT) is responsible and accountable for ensuring that effective, coordinated actions combine to deliver the completed project according to the PMP. The PDT shall consist of everyone necessary for successful development and execution of all phases of the project. PDT members will include the customer, the PM, representatives from various technical disciplines within USACE, stakeholders, representatives from other federal or state agencies, vertical members from division and headquarters, and others necessary to effectively develop and deliver a successful project. The team composition can vary greatly, depending on the specific goals and expectations of the customer. The USACE team members may come from any functional area or geographic location, and are selected solely on their ability to successfully plan and execute their portion of the project.

PROJECT MANAGEMENT: The application of knowledge, skills, tools, and techniques to project activities in order to meet or exceed defined expectations.

PROJECT MANAGEMENT BUSINESS PROCESS (PMBP): The fundamental USACE business process used to deliver quality projects. It reflects the USACE corporate commitment to provide "customer service" that is inclusive, seamless, flexible, effective, and efficient. It embodies communication, leadership, systematic and coordinated management, teamwork, partnering, effective balancing of competing demands, and primary accountability for the life cycle of a project.

PROJECT MANAGEMENT PLAN (PMP) (PgMP for Programs): A living document used to define expected outcomes and guide project (or program) execution and control. Primary uses of the PMP are to facilitate communication among participants, assign responsibilities, define assumptions, and document decisions. Establishes baseline plans for scope, cost, schedule and quality objectives against which performance can be measured, and to adjust these plans as actual performance dictates. The PMP is developed by the project delivery team (PDT).

PROJECT MANAGER: The project manager (PM) is the leader of the project delivery team who must seamlessly integrate USACE efforts to deliver the best possible solution for the customer. The PM manages all project resources, information and commitments, facilitates the PDT toward effective project development and execution, and is the customer's primary interface within the Corps.

QUALITY: The totality of features and characteristics of a product or service that bear on its ability to meet the stated or implied needs and expectations of the project. Quality expectations need to be negotiatied among the PDT members (which includes the customer) and are set in the PMP.

QUALITY ASSURANCE (QA): An integrated system of management activities involving planning, implementation, assessment, reporting, and quality improvement to ensure that a process, item, or service is of the type and quality needed to meet project requirements defined in the PMP.

QUALITY CONTROL (QC): The overall system of technical activities that measures the attributes and performance of a process, item, or service against defined standards to verify that they meet the stated requirements established in the PMP; operational techniques and activities that are used to fulfill requirements for quality.

QUALITY MANAGEMENT: Processes required to ensure the project will satisfy the needs and objectives for which it was undertaken, consisting of quality planning, quality assurance, quality control, and quality improvement.

QUALITY MANAGEMENT PLAN: A formal document describing in comprehensive detail the necessary QA, QC, and other technical activities that must be implemented to ensure that the results of the work performed satisfy the stated performance criteria.

QUALITY SYSTEM: A structured and documented management system describing the policies, objectives, principles, organizational authority, responsibilities, accountability, and implementation plan of an organization for ensuring quality in its work processes, products (items), and services. The quality system provides the framework for planning, implementing, and assessing work performed by the organization and for carrying out required QA and QC.

ROLE: The skill set assigned to a resource in P3e.

SCOPE OF SERVICE: Internal work agreement between resource provider, project team member & PM; addendum to what is in PMP; Funded SOS constitutes notice to proceed.

SOFT WORK: Work on phases of existing or new projects which is expected to occur, but is dependent on external events such as completion of a favorable report, future funding, authorization, customer approval, and signing of an agreement.

STAKEHOLDERS: Individuals and organizations who are involved in or may be affected by the project.

TASK: A unit of work.

THRESHOLDS: A project management technique in which you specify a threshold parameter and a lower and/or upper threshold value against which project data can be evaluated to identify issues that you want to track. An issue is automatically generated when a threshold parameter is equal to or less than the lower threshold value, or equal to or more than the upper threshold value.

UNFUNDED WORK: Work which is planned and /or authorized but for which funds have not yet been appropriated.

UNKNOWN PROGRAM LEVEL WORK: Work not identifiable as specific projects, but foreseen, projected, unassigned, program level work that is expected to occur in the outyears.

VIRTUAL TEAM: Team working across geographic or organizational boundaries without physical co-location.

WORK BREAKDOWN STRUCTURE (WBS): The WBS specifies the tasks and subtasks necessary to fulfill the objectives of the project. The WBS templates provide the basic minimum structure needed to begin defining a project in P2 and satisfy upward reporting requirements.

WORKLOAD: Everything that is done by the organization utilizing In-House or contractual resources. Workload involves anything for which the organization incurs costs (accrued expenditures) for a given fiscal year for both direct and reimbursable customers. It includes all funds expended including current year appropriated funds, funds carried over from prior years, reimbursable funds from other agencies, supplemental appropriations, transfer accounts, trust funds and local cash contributions. Workload includes expenditures for construction placement, design, operation and maintenance, realestate, overhead, etc. The performing USACE activity receives the credit for all workload it performs.

Standard and Recommended Computations for Workload Analysis and Resource Leveling

Scope

This reference document provides the numerical baseline for workload analysis and resource leveling. The recommended number of productive manhours per FTE in the chart below will be used as the baseline in the workload analysis report. MSCs may vary this number to suit their individual needs, but the number must be consistent across the MSC's districts.

Distribution

Project Manager (PM)

Project Delivery Team (PDT)

Resource Provider(s)

Deputy District Engineer for Programs and Project Management (DPM)

Corporate Board

Regional Management Board (RMB)

Ownership

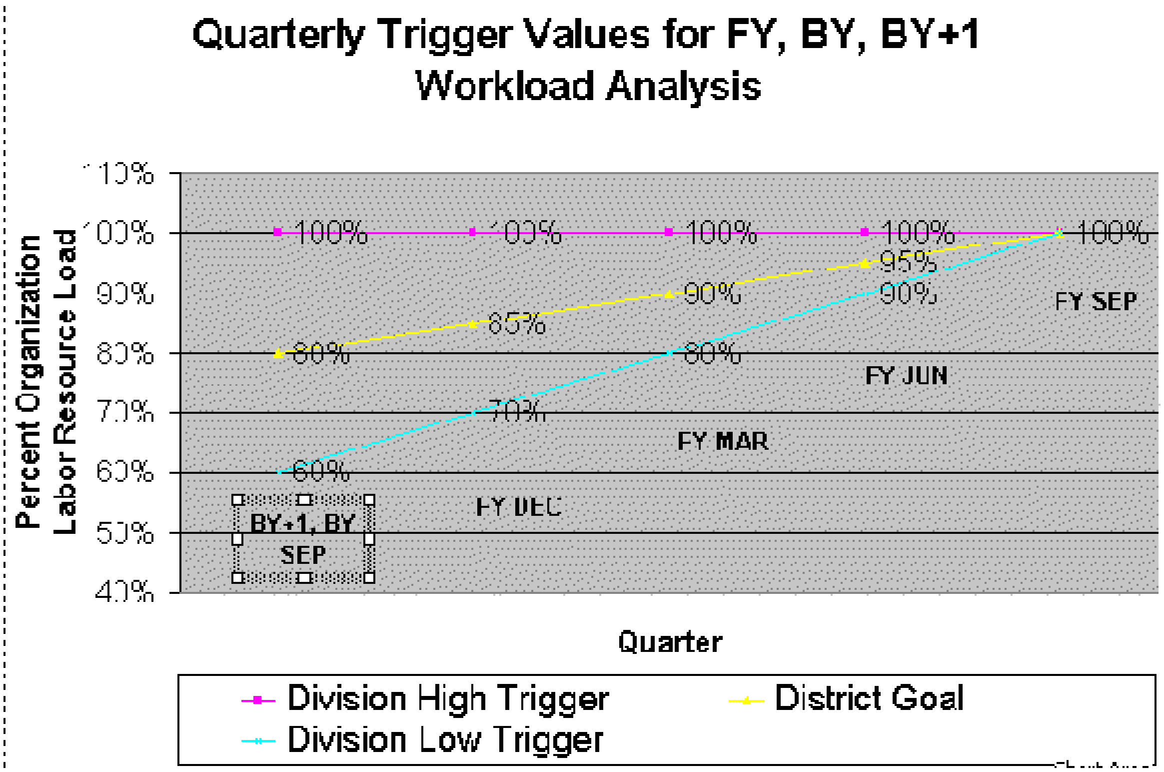
The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

Standard and Recommended Additional District-level Computations

Operation	Hours	Explanation
Standard computations		
	2080	Hours in 52-week workyear
Deduct	80	10 Holidays/workyear
Hours remaining	2000	
Deduct	224	Hours lost to Annual or Sick Leave
Hours remaining	**1776**	**Effective hours**
Recommended Additional District-level computations		
Deduct	120	Hours charged to TI (training, etc.)
Hours remaining	1656	Direct chargeable hours
Deduct	236	Deduction for other factors (unanticipated new work, emergency work)
Hours remaining	**1420**	**80% of 1776 hours**

The purpose of the chart below is to establish trigger values to provide a quick indication of whether the projected district/region in-house workload by organization or function is out of balance (so low or so high) at any particular time during the year that it should be analyzed more carefully. The purpose of a more complete analysis is to ensure that provisions are made to appropriately balance the workload between Corps (district, region, or other region) and contract resources, so that project/program schedules will not be impacted and that Corps resources are fully and effectively utilized.

Quarterly Trigger Values Chart for Workload Analysis



Explanation of the Quarterly Trigger Values Chart

The chart depicts quarterly district and regional triggers for workload analysis.

Utilizing data from P2 showing utilization of roles and resources and the productive manhours per FTE calculated above, districts/labs/centers will calculate functional and organizational workload. The workload calculation will be based on actual to date and/or projected in-house resource utilization for the CFY, BY or BY+1. The workload calculation will be displayed as a percentage of projected hours of in-house FTE utilization during the year divided by available, productive in-house FTE hours within the district/lab/center during the year.

The resulting percentage will then be compared to the Quarterly Trigger Values Chart. The top and bottom lines represent thresholds where the RMB will be consulted to assist the district/lab/center in evaluating and balancing its workload, using resolution techniques identified in *Project Workload Analysis and Resource Leveling[PROC1014].* In the first quarter of the CFY, the regional triggers are 60 and 100 percent. During the CFY, the triggers close to 100% at the end of the fourth quarter. During the BY and BY+1, the triggers remain at 100% and 60% of available hours. Within the thresholds of the trigger values, districts/labs/centers are expected to continue to balance and analyze workload per the *Resource Forecast Analysis Annual Schedule[REF1009].*

Resource Forecast Analysis Annual Schedule

Scope

This resource document contains a schedule/table that will provide the PDT an annual preview of the year to assist in project data evaluation/integrity. The awareness of the District processes encompassing project data will allow for sound data collection, correlation, and consistency. The individuals/boards involved are provided a vehicle to facilitate communication throughout the year. A table showing the Operating Budget Three-Year Process is also included in this document.

Distribution

Deputy District Engineer for Programs and Project Management (DPM)

Project Manager (PM)

Project Delivery Team (PDT)

Resource Provider(s)

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

Resource Forecast Analysis Annual Schedule Table

System, Process or Program	CFY 1st qtr Oct - Dec	CFY 2nd qtr Jan - Mar	CFY 3rd qtr Apr - Jun	CFY 4th qtr Jul - Sep	Responsible Parties
CW Budget Cycle	CFY Allocations	Pres Budget (BY); HQ provides caps/limits (BY+1)	Field submit capabilities (BY+1), HQ reviews (BY+1)	Congressional mark up (BY); President signs BY; BY+1 to OMB	Program Development
MILCON Budget	Field submits lock-in const award dates				PM/Regional Military Prog
Mil O&M				End of year funding	Project Management
FORCON		BY, BY+1 FORCON Submission		PBAC: Op Budgets and FTE allocations based on BY FORCON	PBAC/Program Analyst
CERAMMS		BY, BY+1 CERAMMS Submission		PBAC: Op Budgets and FTE allocations based on BY CERAMMS	PBAC/Program Analyst
HQ Military Programs	Previous year/qtr CMR	Previous qtr CMR	Previous qtr CMR	Previous qtr/Next year CMR	PM/Regional Military Prog
RMB review of Functional Rollups	Dec: RMB Review CFY Resource Rollup, recommendations for CFY	Mar: RMB Review CFY/BY Resource Rollup, recommendations for CFY/BY	Jun: RMB Review BY/BY+1 Resource Rollup, recommendations for BY/BY+1	Sep: RMB Review BY Resource Rollup, recommendations for BY	RMB/BOC
District review of Organization Rollups	Dist Review CFY Resource Rollup, recommendations for CFY	Dist Review BY Resource Rollup after FORCON submission, recommendations for CFY/BY	Dist Review BY+1 Resource Rollup after BY+1 budget submission, recommendations for BY/BY+1	Dist Reviews BY Resource Rollup after conference report, recommendations for BY	PRB/Org Chiefs
District Regional update in addition to Monthly prog. adjust.	Dist adjust CFY based on signed CW bill, allocations	District updates BY based on President's budget/Corps capability	District updates BY+1 based on BY+1 submission	District updates BY based on Conf Report	PM/Org Chiefs
District Unfunded Projects	Shift Unfunded projects out 1 year in accord with trend analysis				Program Analysts
Advanced Acquisition Planning	Project contract needs CFY	Project contract needs year-end	Project contract needs BY	Contract year-end projects	Contracting
District PRB	Monthly update of Regional data	Monthly update of Regional data	Monthly update of Regional data	Monthly update of Regional data	Project Management

Operating Budget Three-Year Process

		Budget Cycle	Budget Cycle	Budget Cycle
Phase	**Timeframe**	**(Current Fiscal Year)**	**(Budget Year)**	**(Budget Year + 1)**
I	Jul-Sep	- Continue execution of CFY Budget. - Close out CFY Budget	- Prepare BY Budget In CEFMS IAW Budget Guidance & current Workload projections - Presentation of Proposed District and Division COB before RMB - Approval of District COB by Division Commander (1 Oct)	- Review & update workload projectionsbased on FORCON/CERAMMS
II	Oct-Dec		- Execution/monitoringof BY Budget	
III	Jan-May		- Mid-Year Review & update of BY Budget	- Review & update workload projections Based on FORCON/CERAMMS
IV	Jun-Sep		- Execute/monitor/close-out of BY Budget	- Prepare BY+1 detailed Budget

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Contingency Funds, Project Level

Scope

This reference document covers the control and distribution of contingency funds. Contingency funds are program or project funds that have been set-aside, or reserved, to cover program or project uncertainties, or may be generated during project execution when activity costs are less than anticipated. GENERALLY, the greater the risk in a program or project, the greater the contingency funding. The process only covers the program part of contingencies. Program level contingencies will be covered in each Program-Specific Reference document.

Distribution

Program Manager (PgM)

Project Delivery Team (PDT)

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

Roles and Responsibilities.

Program managers or their representative(s) are responsible for tracking contingency funds and approving their distribution within projects or programs. Program managers must certify that USACE-approved, customer contingency funding criteria have been met before authorizing use of such funds.

The Program Manager (PgM) will:

- Control release of contingency funds.

- Delegate approval and certification of contingency funds to a designated representative.

  The Program Manager may delegate approval and certification of contingency funds to a designated representative (usually the PM). However, the Program Manager:
  - Must make such delegations by name.
  - May designate no more than one representative per project.
  - May change representatives at any time during the life of a project.

  The Program Manager's appointment cannot be further delegated. A single individual may be delegated contingency fund authorization for multiple projects.

  Contingencies may be stored in a separate work item if desired.

- Distribute the contingency funds.

  Contingency funds shall not be distributed to a specific program or project or activity by anyone other than the responsible program manager or his/her designated representative.

Distribution can be made to a specific activity only after established program/project specific requirements have been met, certified and approved by the program manager or designated representative.

The Project Delivery Team (PDT) will:

Budget for studies, designs and construction will be developed by the PDT and include a contingency amount commensurate with the level of risk.

The Project Manager (PM) will:

Return remaining contingency funds to the customer upon project completion

Once a project plan has been approved, the remaining contingency funding level is calculated as total available funding minus the current working estimate to complete that program or project.

Within P2, once a project plan has been approved, the current working estimate (CWE) for the project is defined as the sum of all actual resource/contract costs plus the sum of all estimated (remaining) resource/contract costs assigned to tasks and activities of the project plan.

Corporate Relations

Scope

This reference document's purpose is to maintain, enhance and tailor our command core competencies to support our customers' needs. It helps to achieve synergy from the Regional Business Centers districts and divisions personnel in order to develop customer relationships that fill our Nations needs as efficiently and effectively as possible. Corporate Relations/Outreach is a behavior or role and not a stovepipe. It is everyone's responsibility. Customer Outreach is defined as determining the needs and expectations of the customer, aligning the Corps to meet them, and following up to ensure they are met. Customer outreach is a multidimensional (horizontally and vertically with in our organization) approach to nurturing long-term relationships with our customers. It can be summarized as being an advocate for the customer (within the Corps) and a consultant for the customer (about working with the Corps).

Distribution

Regional Business Center

Program Manager (PgM)

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

System References

ER 5-1-11 (draft)[http://www.hq.usace.army.mil/pmbp/er/drafter.html]

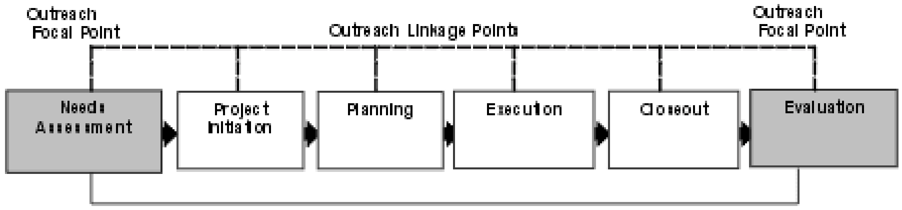
USACE Relations Action Plan

Responsibilities

Corporate relations will be conducted in accordance with the USACE Relations Action Plan. CORPSNET customer/customer contact information is available through a public folder in Microsoft Outlook, under ALL USACE Public Folders. Detailed information is located on MSC/Center web sites. D/L/C/MSC Outreach Coordinators (type of program manager) are responsible for maintaining web sites. Program/project managers typically perform customer manager duties. Customer teams are analogous to a PDT.

Procedures

Corporate relations procedures are provided in the USACE Relations Action Plan. Details of how Corporate Relations/Outreach fit into the USACE Business Process (USACEBP) are shown in the following paragraphs. The overall scheme is shown in the simple diagram below.



The Corporate Relations / Outreach process consists of three phases: an assessment phase, a project delivery phase and an evaluation phase. Outreach occurs at multiple points throughout the USACEBP; however, it is most active during the needs/requirements assessment and evaluation phases. The purpose of the needs/requirements assessment phase is to develop relationships with customers that allow us to determine and satisfy their needs. The purpose of the evaluation phase is to ask the question “How did we do satisfying the customer and how do we evaluate our business?”.

In the needs/requirements assessment phase we examine three different groups. We have existing programs with existing customers. These relationships are established with existing funding streams and procedures. Next, we have new programs with existing customers. We use enhanced existing relationships to promote and identify new mission opportunities. Lastly, we have new programs with new customers. Here we are developing new relationships to identify new programs and missions and establish new MOAs. There are seven major components to the needs assessment phase. They are strategic planning, board review, customer opportunity analysis, initial customer contact, account planning, customer follow up, and MOA development.

Throughout the project delivery process phase there are numerous opportunities for outreach. Continuous interaction with the customer during the project presents multiple points to determine needs of the customer beyond the current project. PMs and PDT members must actively look for more opportunities to help the customer solve problems.

In the evaluation phase we ask ourselves numerous questions. The answers to these questions will help to determine how to proceed with the relationship. The components of the evaluation phase are account evaluation, customer satisfaction evaluation, outreach evaluation, capable workforce evaluation, and board review.

Quality System

Scope

This reference document includes information required to ensure projects satisfy the needs and objectives for which it was undertaken, consisting of planning, quality assurance and quality control. Quality systems facilitate delivery of effective and efficient products and services to our internal and external customers.

Distribution

All USACE Employees

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary, that it reflects actual practice, and that it supports corporate policy.

Responsibilities

All USACE organizations and team members are responsible for the evaluation and analysis of the strengths and weaknesses of their programs, projects, and supporting business processes. They continuously improve the quality system by seeking out enablers and impediments to program and project excellence, working to remove any encumbrances. Refer to *Lessons Learned[PROC1021]*. All operating field offices share process improvements, demonstrated best practices using lessons learned protocols, promoting consistency and continuous improvement across USACE. RBCs facilitate sharing of district and regional business process and practice improvements, also using lessons learned protocols. RBCs provide recommendations to HQUSACE for necessary improvements and modifications to quality guidance documents.

Districts/Labs/Centers ensure subordinate program and project managers develop quality management plans focused on processes used to delivery quality products and services to customers.

Districts/Labs/Centers develop command-wide quality management plans that include processes and checks to verify that products and services are provided to customers in accordance with appropriate quality objectives.

Districts/Labs/Centers perform quality assurance on the information contained in P2 for projects and programs within their commands.

MSCs ensure all their subordinate districts follow the standard USACE business practices contained in the PMBP manual, and enter lessons learned into P2.

MSCs perform quality assurance of their subordinate districts' quality process through periodic audits using an integrated approach consistent with the PMBP. MSC quality management personnel review their districts' quality management documentation, and perform periodic on-site audits.

MSCs perform quality assurance on the information contained in P2 for projects and programs within their regions.

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Command Management Review

Scope

This reference document's purpose is to provide guidance and strategic direction for review of performance measures to determine command operational efficiency. The CMR process is applicable to all USACE activities.

The USACE Command Consolidated Guidance (CCG) is published by Headquarters and is normally released during the June/July timeframe. Directors, office chiefs and managers are responsible for review and compliance with performance requirements established in the CCG. The Resource Management Officer or designee is responsible for facilitating quarterly CMR sessions with the Commander and senior/executive staff to assess command performance and mission execution. The performance requirements established in the CCG will be based on earned value management principles.

Distribution

Headquarters (HQUSACE)

Director/Office Chief/Manager

Resource Management Office

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

Procedure

The CMR is a quarterly review and analysis process used by senior leaders of USACE to assess performance trends of the Corps. The CCG contains USACE directorate performance measurements, to include the functional area, proponent, indicator and evaluation visibility level, source of data, definition, calculation, rating criteria, and governing regulations or law.

HQUSACE creates performance measures for presentation at the CMR that are developed to portray command attainment of corporate objectives. CMR data will be web-enabled and generated automatically and continuously within the AIS for all. (Note: reporting requirements are currently under development.) Command performances for critical functional areas are evaluated and assessed in accordance with CCG requirements and rating criteria. All applicable CMR charts will contain assessed ratings of red, amber or green, and a narrative on USACE goals and achievements. The HQUSACE develops the CMR charts within the AIS, allowing subordinate commands to provide comments directly to applicable charts.

The HQUSACE CMR provides HQUSACE Staff principals, commanders and their staffs the ability to address corporate measures of operational performance. These measures are portrayed and compared to depict a Corps-wide status report that identifies areas for improvement and promotes sharing of best practices.

PMP/PgMP Content

Scope

This reference document describes the content of the Project Management Plan (PMP)/Program Management Plan (PgMP). Some elements of the PMP may be duplicated from project to project, especially for similar or small projects. This document also provides the level of detail requirements for loading and maintaining data in P2 for current and future years projects and programs. The data is used in analyses of workload and resource requirements by PM's, PgM's, Resource Providers, MSC's, and HQUSACE. It is also used in manpower requirements development. Terminology used in the past for describing this data included outyear, hard, soft, unknown and unfunded. These terms have been rendered unusable in the current business processes due to the many differences assigned to their definitions across the functional areas.

Distribution

Project Delivery Team (PDT)

Project Manager (PM)

Program Manager (PgM)

Resource Provider(s)

Budget Office(r)

Resource Management Office

Major Subordinate Command (MSC)

Headquarters (HQUSACE)

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

PMP Minimum Content

This memorandum defines the minimum requirements for Project/Program Management Plans (PMP's/PgMP's). The PMP/PgMP is required to provide the framework so that all team members can work together efficiently. The PMP/PgMP communicates critical project/program information to all interested parties. The PMP serves as a planning, communications, and quality management tool for the project. It encompasses all aspects, phases, and resources for the full lifecycle of a project. The document records buy-in by the PDT. The following items comprise the PMP/PgMP:

a. Project Requirements Statement; describes customer's need for the project.

b. Team Identification; refer to *Team Establishment[PROC1008].*

c. Scope (project definition, objective, identification of customer(s) and stakeholder(s), description of services to be provided, key products, authority, location, unique customer requirements stored within P2 as notebook items or other features). Refer to *Customer Scope Definition[PROC1007].*

d. Funding (sources, available budget, customer requirements for requesting/receiving funds and reporting of expenditures, resource estimates).

e. Schedule (NAS Schedule in P2, continuously maintained to show actual completion status and show how schedule will be progressed). Refer to *Activity Development[PROC1010]* and *Project Execution and Control[PROC1017]*.

f. Work Breakdown Structure (WBS). Compartmentalization and decomposition of work.

g. Project Quality Control Plan and Objectives (customer expectations, applicable Quality Management Plans, criteria and regulations) Refer to *Quality Management Plan[REF1024]*.

h. Acquisition Strategy. Refer to *Project Delivery Acquisition Strategy[PROC1020]*.

i. Risk Analysis. Refer to *Risk Management Plan[REF1023].*

j. *Change Management Plan[REF1025]* (Schedule/cost risk analysis, how cost growth and other changes to the plan will be approved, what changes require customer re-approval). Refer to *Change Management[PROC1004] .*

k. Communications Strategy (how the team will communicate with the customer(s) and each other, customer's requirements for status reporting). Refer to *Communications Plan[REF1022]*.

l. Closeout Plan. Refer to *Activity/Project Closeout[PROC1019]*.

m. Approvals. Refer to *PMP Approval[PROC1018]* . Page includes signatures of the PM and the customer(s).

Prior to the final approval identified in m. above, this draft PMP will be identified as “What If?” in P3e.

PMP Minimum Level of Detail

General Criteria

For any project in P2, the timeframe included in the schedule must include the current fiscal year (CFY), and either five successive fiscal years (BY thru BY+4) or project completion.

At a minimum, the resources/expense types included in activities for each fiscal year must include labor (LABOR), contracts (AESVCS, CONSTSVCS, OTHCONSVC), and/or work by other Federal agencies (WKBOTHFED).

Project or program representing a block of unknown work

This includes, but is not limited to, Congressional Adds (CW or MILCON programs) for BY thru BY+4, Support Services budgets for BY thru BY+4, military reimbursable for CFY thru BY+4, and IRP for BY thru BY+4.

Funding for accomplishing PMP/PgMP development for this type of work will come from Indirect or Coordination Funds (CAP).

The *Customer Scope Definition[PROC1007]* will be an effort dealing with very general information based on experience for programmatic level projects and information from existing customers for future projects with incomplete scopes. It can also include a group of services provided by a support organization.

The PDT for projects/programs at a high level will consist typically of Division Chiefs, Account Manager(s), and Program/Project Managers.

Activity Development can be as simple as a single activity representing a given fiscal year for a specific program, but may be more detailed if that information is available.

Resource Estimate Development for projects/programs at a high level will be at the Division level (Construction, Engineering, Planning, Real Estate, PPMD, etc.) for the entire timeframe. Again, if greater detail is available, it should be used.

The acquisition strategy represents the best estimate on method of accomplishment, whether it be in-house, A-E, construction, etc. This information will be used to develop the future need for task/delivery order type contracts including: AE IDIQ contracts, Construction IDIQ contracts, MATOC, POCA, or other multi- task/delivery order type contracts representing contract capacity.

Projects with activities beyond the CFY

This includes, but is not limited to, existing CW, MIL, HTRW projects with phases extending beyond CFY.

Funding for accomplishing PMP development will primarily come from Project funds, but can in some instances come from Indirect and Coordination Funds(CAP)

The Customer Scope Definition will be developed based on specific customers' defined requirements for specific function level products.

The PDT members will consist of personnel from the lowest organizational level as function requirement merits.

Minimum specific activities will be developed for products through current phase or BY+1 whichever timeframe is longer, and in FY time blocks beyond that point. Specific military projects will be scheduled thru completion. Activity templates should be used to the maximum extent practical.

Resource Estimate Development will at a minimum be to the Lowest Organizational Level for current phase or to BY+1 whichever timeframe is longer, Technical Division level beyond that point.

Project Delivery Acquisition Strategy: Task/delivery Orders and specific contract types with dates and costs required for accomplishing activities.

Projects intended to expend CFY funds which cannot be immediately started

This includes projects with unsigned agreements, no authority or guidance to use existing funds, or does have agreement/authority but funds have not been appropriated/received.

Funding for accomplishing PMP development will come from project funds (earlier phase), Indirect, or Coordination Funds (CAP).

The *Customer Scope Definition[PROC1007]* will be developed based on specific customers' defined requirements for specific function level products.

The PDT members will consist of personnel from the lowest organizational level as function requirement merits.

Minimum specific activities will be developed for products through current phase or BY+1 whichever timeframe is longer, and in FY time blocks beyond that point. Specific military projects will be scheduled thru completion. Activity templates should be used to the maximum extent practical.

Resource Estimate Development will at a minimum be to the Lowest Organizational Level for current phase or to BY+1 whichever timeframe is longer, Technical Division level beyond that point.

Project Delivery Acquisition Strategy: Task/delivery Orders and specific contract types with dates and costs required for accomplishing activities.

Active projects

This will include programs or projects with signed agreements (where applicable), authority and guidance to use existing funds, and funds have been approved and are available.

Funding for accomplishing PMP development will come from project Funds

The Customer Scope Definition will be developed based on specific customers' defined requirements for specific function level products.

The PDT members will consist of personnel from the lowest organizational level as function requirement merits.

Minimum specific activities will be developed for products through current phase or BY+1 whichever timeframe is longer, and in FY time blocks beyond that point. Specific military projects will be scheduled thru completion. Activity templates should be used to the maximum extent practical.

Resource Estimate Development will at a minimum be to the Lowest Organizational Level for current phase or to BY+1 whichever timeframe is longer, Technical Division level beyond that point.

Project Delivery Acquisition Strategy: Task/delivery Orders and specific contract types with dates and costs required for accomplishing activities.

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Accruals

Scope

This reference document's purpose is to ensure that accruals are properly and consistently recorded in CEFMS on a regular basis, in order that financial records and reports reflect an accurate financial condition of the results of operations for each accounting period. The accounting period is defined as a fiscal month.

Policy

DFAS-IN 37-1[https://dfas4dod.dfas.mil/centers/dfasin/library/ar37-1/index.htm]

DoD Financial Management Regulation DoD FMR[http://www.dtic.mil/comptroller/fmr/]

ER 5-1-11[http://www.usace.army.mil/inet/usace-docs/eng-regs/er5-1-11/entire.pdf]

ER 37-2-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-2-10/part1.pdf]

ER 37-345-10[http://www.usace.army.mil/inet/usace-docs/eng-regs/er37-345-10/entire.pdf]

Federal Accounting Standards Advisory Board (FASAB), US Treasury, Office of Management and Budget (OMB) and the Comptroller General's Office (GAO) Recommended Accounting Standards

GAO Title II

U.S.C. Title 31 Sections 3512(d)[http://www4.law.cornell.edu/uscode/31/3512.html]

Responsibilities

a. Accountants, appropriation managers, program/project managers, financial managers and others involved in the financial management of funds will (1) ensure costs are accrued and recognized in the proper accounting period, (2) develop accurate estimates of costs where services are received before the billing, (3) ensure procedures are in place to record the receipt of services/supplies/equipment in the accounting records, and (4) reverse accruals when an actual receiving report/invoice is received and recorded or the accrual is determined to be erroneous.

b. The MSCs, in coordination with the RBC, establish procedures (e.g., regional policy) for proper, timely and consistent recording and reporting of accruals within a region. The guidance should address the level of materiality or order of magnitude (significance factor) for all non-labor accruals. Each division/district and/or separate office chief will determine the positions authorized to record accruals. All individuals authorized to record accruals will receive annual refresher training from the Resource Management Office. Training should focus on (1) purpose and intent of accruals, (2) definition of accruals, and (3) review of applicable policies and procedures and examples of valid and invalid accruals. The Resource Management Office will perform quarterly reviews of open accruals by generating an "Aged Accrual Report." Accruals older than 90 days will require a justification from the originator explaining why the accrual should remain open. All accrual transactions should be recorded in the accounting records through the Corps of Engineers Financial Management System (CEFMS) in a timely manner.

Distribution

Accountant

Appropriation Manager

Program Manager (PgM)

Project Manager (PM)

Financial Manager

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

System References

CEFMS Users Manuals Online[http://rmf31.usace.army.mil/cefmsdoc/]

Procedures

a. Accountants, appropriation managers, program/project managers, financial managers and others involved in the financial management of funds within USACE will be familiar with (1) the types of costs that are normally accrued, such as project expenditures (e.g., construction contracts, major supply contracts, A-E contracts), utilities, rents, communications, and various services; and (2) the acceptable methods of associating these costs with the period where benefit is received or cost is incurred. Appropriate documentation is necessary to enter an accrual in CEFMS. Reasonable documentation is generally considered documentation that would allow another reasonably knowledgeable individual to come to the same logical conclusion. Individuals authorized to record accruals will be responsible for retaining documentation sufficient to support the amount of each accrual.

(1) The documentation below is used to record accrued expenditures. (Note: Adjust the accrual later if more accurate documentation is received).

(a) Receiving reports, executed bills of lading, shipping documents, issue and turn-in slips, job sheets, or other documents that prove work was performed, services rendered, materiel received, or constructive delivery.

(b) Unpaid invoices from vendors that have been approved for payment, including progress payment requests.

(c) Journal vouchers (or their equivalent) showing accrual estimates made by responsible individuals where these documents are used in keeping with accepted accounting practice. For example, estimates of construction-in-progress/work–in-progress

(d) Work schedule time records that show estimated work hours of employees and are entered by timekeepers.

(e) Completion of work documents.

(2) Where the exact amounts of accrued expenditures or revenues based on labor reports, receiving reports or other administratively approved documents cannot be feasibly ascertained at the time the accruals should be recorded, the best estimates will be used. However, arbitrary prorations for estimating such accruals should be avoided. Reported accruals should be a reasonably accurate reflection of the transactions and performance that actually occur. Accruals will not be taken simply to improve program execution with the intent of being cancelled later. Listed below are accrued expenditures that should be recorded in the accounts for performance (including retained percentages) to the end of each calendar month:

– Construction contracts, major supply contracts (e.g., turbines, generators, transformers, fabricated steel), equipment rental contracts, Architect-Engineer contracts for design services unless such missions are determined insignificant by the District Engineer, and reimbursable orders placed on other Federal activities including other Corps offices.

– Intra-district activities.

– Payroll earnings and benefits. Simultaneously obligate and accrue expenditures for all civilian pay.

– Goods received or services performed without regard to whether an invoice has been rendered or disbursement made.

These criteria and rules concerning accrued expenditures will be followed:

– Identify accrued expenditures as either “Government” or “non-Government."

– Record accrued expenditures in CEFMS in the month in which they occur.

– Accruals will be reversed or canceled when a receiving report/invoice is received for payment or the accrual is determined to be erroneous. Accruals should be adjusted or cancelled in a timely manner.

– Accrue land purchased when title passes.

– Accrue amounts for obtaining legal rights by outright purchase of property and easements after adjudication.

– Accrue grants, subsidies, contributions, and taxes payable to state and local government for work completed when amounts are administratively approved for payment.

– Accrue amounts paid according to treaties at the beginning of the period for which the money is appropriated.

– Accrue the obligated amount for all items in litigation.

– Account for refunds receivable (except for outstanding advances and prepayments) as a reduction in accrued expenditures instead of an increase in accrued revenue.

- Do not accrue expenditures for Defense Contract Management Office (DCMO) administered contracts until the disbursement is processed by the installation.

- As a minimum, labor will be accrued (e.g., early labor cut-off) in CEFMS at the end of a fiscal month when the number of uncosted days of labor is more than three. Labor will always be costed through 30 September at the end of the fiscal year.

Accrued Revenues

Revenues accrued will be recorded at the end of each calendar month on the basis of performance of reimbursable work and services for others including other USACE activities, warehouse issues, sales of maps, etc. Collections received prior to performance will be accounted for as a government liability (advances received) except as provided below.

Revenues from real estate grants will be accrued in the amounts of the periodic payments due when the collections are received or bills issued, depending on which occurs first.

Communications Plan

Scope

The purpose of this reference document is to describe the Communications Plan, which serves to establish a good internal and external communication strategy and determine the information needs of all project stakeholders – who needs what information, when they will need it, how it will be given to them, and by whom. The complexity of the project will determine the appropriate level of detail for the Communications Plan. The Communications Plan is a supporting plan that facilitates the implementation of the Project Management Plan (PMP). Communications, *Quality Management[REF1024]*, *Risk Management [REF1023]*, and *Change Management[REF1025]* Plans are developed currently in the iterative Program/Project Planning Phase.

The initiation of *PMP Development[PROC1012]* triggers the development of the Communications Plan.

Distribution

Project Manager (PM)

Project Delivery Team (PDT)

Public Affairs Office (PAO)

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

Responsibilities

The Project Manager initiates the development of the Communications Plan and is responsible for incorporating it into the project's Project Management Plan (PMP). The PM may consider asking for Public Affairs Office support for the development of the Communications Plan based on the complexity and sensitivity of the project.

The PDT is responsible for assisting the PM in determining all stakeholder project communications requirements.

Communications Plan Format & Content

The Contents of the Communications Plan could include but not be limited to the following:

- Project Stakeholder Communication Requirements – An analysis of communication requirements of all project stakeholders.
- Project Stakeholders Communication Strategy
- Key Messages for Project Stakeholders

- Evaluate Effectiveness of Communication Strategy – Document in lessons learned during project execution and project closeout.

- Reporting Relationships – Describe in sufficient detail project reporting relationships

- Collection and filing – How will project information be gathered and stored. To include describing the criteria to be used to determine the frequency that Project Delivery Team will progress and update project activities.

- Communication Distribution Structure – Who gets what type of information, what methods will be used to distribute various types of information. If applicable, discuss the use of web sites and other technology.

- Description of information of be distributed – What is the content of information distributed.

- Production schedules – When will each type of communication be produced.

- Criteria to determine the frequency to conduct Project Delivery Team performance review meetings.

- Method of accessing information between scheduled communications.

- Methods for updating and refining the Communications Plan as the project progresses and changes.

Communications Plan Methodology

1. Identify project stakeholders.

   The PDT needs to ask who is affected by the project? Who affects the project? How and why? Consider geography, economics, quality of life, and political sensitivity when determining internal and external interested parties. Document this information for easy access by the PDT, review and update as needed.

2. What are the problems, concerns and/or issues?

   Issues to be considered include:
   - Technical
   - Institutional
   - Political (Tribal, Federal, State, Local)
   - Environmental
   - Economic/Fiscal
   - Cultural
   - Other

   How do these problems/concerns/issues affect the project?

3. Listen, understand, and verify expectations, problems, concerns, and issues.

   How to get to the issues:
   - Talk with local sponsors/customers
   - Look at existing documents
   - Talk with interest groups

   The customer has a significant role in the development of the Communications Plan.

4. The PM prepares a draft communication requirements document that outlines and analyzes information needs of project stakeholders, then designs a communication strategy for each stakeholder with linkages to appropriate project milestones.

   Determine key decision points in the project/study, according to the following:
   1. Information requirements/expectations.
   2. Project schedule milestones.
   3. Note impacts, and risk (addressed in risk management plan)

   Analyze the relationship between key decision points in the project and the stakeholders' concerns.

   Develop key messages for each key decision point that consider the following characteristics for an effective message (ensure a match with project goals and objectives):

   Timeliness
   Clarity
   Honesty
   Sensitivity
   Relevance
   Openness
   Consistency

Consider use of the following:

Public Affairs Office personnel
Request professional assistance, such as facilitators to conduct meetings
Note potential schedule/budget constraints
Plan for 360-degree feedback with interested parties
Use of Partnering during the design phase (Design Charetts) or the construction phase

5. PM and PDT review and comment on draft stakeholder communication requirements document.

6. PM consolidates PDT review comments of communications requirements document, and adds enough additional information to address the recommended Communications Plan contents.

7. PM submits Communications Plan to the PDT for review.

8. PM and Project Delivery Team review the Communications Plan.

9. When the Communications Plan is finalized, the PM incorporates it into the project's PMP by pasting it into the appropriate data field in P3e.

10. Evaluate effectiveness and document in *Lessons Learned[PROC1021]*, as required throughout the life-cycle of the project.

    a. Did the strategy allow us to define the playing field?
    b. Did the strategy allow us to frame the issues?
    c. Did the strategy bind us to our partners publicly?
    d. Was the majority of the dialogue fact-based, rather than emotional?

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Risk Management Plan

Scope

This reference document describes Risk Management, a systematic process of identifying, analyzing, and responding to risk for the entire project life cycle. A risk analysis is performed for five categories of project risk: health and safety, scope, quality, schedule, and cost. The level of detail of the risk analysis and Risk Management Plan is based on the complexity of the project. The Risk Management Plan is a supporting plan that facilitates the implementation of the Project Management Plan (PMP). Risk Management, *Quality Management[REF1024]*, *Communications[REF1022]*, and *Change Management[REF1025]* Plans are developed concurrently in the iterative Program/Project Planning Phase.

In accordance with AR 385-10, Army Safety Program, a risk analysis will be performed for all USACE managed projects. When a project is determined to be other than low-risk, as defined in the risk management plan, the risk must be identified, and associated control procedures defined in the PMP. Only the responsible district or division Commander may provide final PMP approval in the event of an overall project risk rating of high, or very high, respectively.

Responsibility

The PM will initiate the development of the Risk Management Plan. The Project Delivery Team will participate in the development of the Risk Management Plan by identifying and defining potential risks and appropriate responses to risks for the project.

Distribution

Project Manager (PM)

Project Delivery Team (PDT)

Ownership

The USACEBP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

Risk Management Plan Format & Content

- Identify what the risk management activity is in WBS and describe how often risk management will be performed throughout the project life cycle.

- Describe the budget for risk management plan development and monitoring.

- Customer and Stakeholder Risk Thresholds – Describe the amount of risk that is acceptable.

- Methodology:

  a. Identify Risks and Characteristics
     - List of Risks
     - Triggers

b. Evaluation and Analysis of Risks - Determine Probability and Severity Ratings

c. Overall Risk Table

d. Describe Highest-Level Risk

e. Describe Risk Response Control Procedures - Document identified risks, descriptions, causes, what is affected in the WBS, and impact on project objectives, risk owner and responsibility, agreed response to risk, and expected result of response.

- Risk Monitoring – Describe how the PDT will keep track of identified risks, identify new risks, determine if agreed responses to risks have been executed, and evaluate the effectiveness of risk responses to reduce identified risks. .

Development of Risk Management Plan:

Methodology

- Address Risk Management in the Activity Development Process and Resource Estimate Development Process by insuring an activity is added in the WBS and budget for the activity.

- Initiate risk management assessment meeting.

- Identify health and safety hazards and risks to project scope, quality, schedule, and cost.

Risks	Triggers	Potential Impact
Example: Failure to meet a milestone could represent an early warning that a schedule delay may occur.	Milestone exceeded	Schedule will be delayed

Note: Inputs to Risk Identification include but are not limited to the following:

- All project background information
- Customer quality expectations
- Customer and stakeholder risk tolerance(s)
- Historical records
- Past Lessons Learned
- Scope
- WBS
- Network Diagram
- Cost & Time Estimates
- Project Team Personnel Assignments

Note: Safety hazards are potential sources of danger that could be faced while performing a project activity, including environmental and human factors. In addition, consider potential risks that could be associated with accomplishing the project's activities, schedule, and fiscal resources.

- Evaluate and analyze each hazard and risk identified above. Determine the appropriate probability rating and severity rating (should the hazard/risk event occur) for each hazard and risk from the tables below.

Note: Exercising judgment on how to eliminate or reduce hazards and risks to lessen the overall project impacts is inherent in the risk assessment process. Use the descriptions provided below to describe hazard and risk probabilities and severities.

Probability Rating Table. Based on the likelihood that an event will occur.

Probability	Description
Frequent	Occurs often, continuously experienced.
Occasional	Occurs several times.
Likely	Occurs sporadically.
Seldom	Unlikely, but could occur at some time.
Unlikely	Can assume it will not occur.

Severity Rating Table. Based on the degree of injury, property damage, or other mission-impairing factors, to include the degree of impact on the project's Baseline cost, schedule, scope, and quality thresholds as described in the table below.

	Negligible	Marginal	Critical	Catastrophic
Health and Safety	First aid or minor medical treatment	Minor injury, lost workday accident	Permanent partial disability, temp. total disability > three months	Death or permanent total disability
Cost	Insignificant cost increase	5-10% cost increased	10-20% cost increase	> 20% cost increase
Schedule	Insignificant schedule slippage	5-10% schedule slippage	10-20% schedule slippage	> 20% Overall Project schedule slippage
Scope	Scope change barely noticeable	Minor areas of scope are affected	Scope change unacceptable to customer	Project end item is effectively useless
Quality	Quality degradation barely noticeable	Quality reduction requires customer approval	Quality reduction unacceptable to customer	Project end item is effectively unusable

- Enter probability and severity ratings from above into the Overall Risk Table below to characterize overall project risk as E, H, M, or L (described below) for each of the five risk categories.

  E (Extremely High) – Loss of ability to accomplish project.
  H (High) – Significantly degrades capabilities to accomplish project.
  M (Moderate) – Degrades project accomplishment capabilities.
  L (Low) – Little or no impact on project accomplishment.

Example of Overall Risk Table.

	Health and Safety Hazard Probability					
		Frequent	Occasional	Likely	Seldom	Unlikely
SEVERITY	Catastrophic	E	E	H	H	M
	Critical	E	H	H	M	L
	Marginal	H	M	M	L	L
	Negligible	M	L	L	L	L
	Scope Risk Probability					
		Frequent	Occasional	Likely	Seldom	Unlikely
SEVERITY	Catastrophic	E	E	H	H	M
	Critical	E	H	H	M	L
	Marginal	H	M	M	L	L
	Negligible	M	L	L	L	L
	Schedule Risk Probability					
		Frequent	Occasional	Likely	Seldom	Unlikely
SEVERITY	Catastrophic	E	E	H	H	M
	Critical	E	H	H	M	L
	Marginal	H	M	M	L	L
	Negligible	M	L	L	L	L
	Cost Risk Probability					
		Frequent	Occasional	Likely	Seldom	Unlikely
SEVERITY	Catastrophic	E	E	H	H	M
	Critical	E	H	H	M	L
	Marginal	H	M	M	L	L
	Negligible	M	L	L	L	L
	Quality Risk Probability					
		Frequent	Occasional	Likely	Seldom	Unlikely
SEVERITY	Catastrophic	E	E	H	H	M
	Critical	E	H	H	M	L
	Marginal	H	M	M	L	L
	Negligible	M	L	L	L	L

- Evaluate the above results and determine the highest-level risk of all five categories. Overall project risk level is determined by the highest risk rating. Decisions to accept risks must be made at a level equal to the degree of risk. Project and Program Managers and Commanders must weigh the risks against the benefits of performing an activity.

  Note: Unnecessary risk can be as great a hindrance to project completion as any other factor. The levels at which USACE risk decisions can be made are: E (extremely high)- division commander; H (high)- district commander; M (moderate)- program manager; and L (low)- project manager. In all cases, the benefits of taking the risk must be greater than the possible consequences.

- Establish Risk Control procedures for activities that are identified as either M moderate, H high, and E extremely high. Determine and document action(s) required reducing or eliminating hazards and risks. Risk Control Response – This information could be displayed as follows.

Risk	Description	Cause	WBS Item Affected	Impact on Project Objectives	Risk Owner and Responsibility	Agreed Response to Risk	Expected Result of Response

Note: Controls may be as simple as referencing an SOP or conducting a job-site briefing.

- Risk Monitoring is conducted during the Project Execution & Control Phase. See *Project Execution and Control[PROC1017]* and *Change Management[PROC1004]* processes.

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Quality Management Plan

Scope

This reference document documents project-specific quality assurance and quality control procedures appropriate to the size, complexity, and nature of the project. Quality improvements are also documented and may be included in *Lessons Learned[PROC1021]*. The Quality Management Plan is a supporting plan that facilitates the implementation of the Project Management Plan (PMP). Quality Management, *Risk Management[REF1023]*, *Communications[REF1022]*, and *Change Management[REF1025]* Plans are developed concurrently in the iterative Program/Project Planning Phase.

Quality is planned for, not inspected in, and is managed through the Plan-Do-Check-Act cycle for project execution, program management, and business processes.

Responsibility

The PM, in concert with the PDT, is responsible to document customer expectations and consensus quality objectives in a Quality Management Plan that supports the implementation of the PMP. PMs employ the expertise of their project delivery teams to determine the procedures necessary to achieve the target level of quality. The PM ensures the customer endorses all quality objectives included in the Quality Management Plan and understands the customer's role in project success.

The PM's relationship with the customer is pivotal to providing quality service. The PMs active role as consultant is essential to ensure that the customer's quality objectives are clearly articulated and that the customer understands the essential professional standards, laws, and codes which, must be incorporated into the project.

The PDT, led by the PM, is responsible for delivering a quality project. Each member of the PDT is responsible for the quality of their own work, for keeping the commitments for completion of their portion of the project as documented in the Quality Management Plan and the PMP. The PM and the PDT work with the customer early in the Customer Scope Definition Process to determine what the customer needs, and refine those requirements in light of safety, fiscal, schedule, and other constraints. *The PM and PDT consider the cost/benefit of all quality improvements.* The PDT must identify, communicate to the customer, and implement essential professional standards, laws, and codes .

Supervisors/Resource Providers at all levels of the organization are responsible for the competence of their team members in order to provide a quality project or service to the customer.

Distribution

Project Delivery Team (PDT)

Project Manager (PM)

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

Quality Management Relationships

	Quality Planning	Quality Assurance (QA)	Quality Control (QC)	Quality Improvement
	Plan	**Do**	**Check**	**Act**
What Is Done	Determine what will be quality on the project and how quality will be measured	Determine if your measurement of quality is appropriate by evaluating overall performance on a regular basis to insure the project will satisfy customer quality expectations	Monitor specific project products to determine if they meet performance measurement thresholds defined in the quality management plan	Taking action to increase the effectiveness and efficiency of the project when corrective actions such as Change Requests are identified. Changes to the Quality Management Plan and the PMP may be required.
When It Is Done	Project Planning Phase **Processes** • PMP Development • Customer Scope Definition • Team Establishment • Activity Development • Resource Estimate Development • Project Delivery Acquisition Strategy	Project Execution, Status & Control Phase **Processes** • Project Execution & Control	Project Execution, Status & Control Phase **Processes** • Project Execution & Control • Lessons Learned	Project Execution, Status & Control Phase and Project Planning Phase **Processes** • Change Management • PMP Development

Quality Management Plan – Format & Content

- Overview of Quality Management Plan
  - Purpose
  - Overview of Plan, Do, Check, Act
- Customer Quality Objectives
  - Identify Customer Quality Objectives
  - Identify Quality Threshold for each Quality Objective
- Quality Assurance
  - Organizational Quality System Requirements (Organizational Quality Management Plan)
- Quality Control Plans
  - Address each major deliverable
- Other Project Specific Information as required

Quality Management Plan – Methodology

a. Plan:

(1) Identify the customers Quality Objectives. Help customers express quality expectations in objective, quantitative terms.

(2) Identify minimum professional standards including legal, environmental, economic, code, and life safety.

(3) Balance needs and expectations of customers and stakeholders with cost, schedule, and professional standards. Evaluate the costs and benefits of selected quality objectives and the processes to be used to achieve objectives.

(4) Develop an effective plan and processes, including quality assurance and quality control procedures, to achieve objectives. Consider risk factors and complexity of the project and adapt processes to provide the requisite level of quality.

(5) Develop performance measure thresholds to assure agreement on the definition of success relative to Quality Objectives.

(6) Ensure customer endorsement of all quality objectives included in the Quality Management Plan.

b. Do:

(1) Do the work according to the approved PMP and standard operating procedures.

(2) Project execution is a dynamic process. The PDT must communicate, meet on a regularly scheduled basis, and adapt to changing conditions. The Quality Management Plan and PMP may require modification to ensure that project objectives are met.

c. Check:

(1) Perform sufficient independent technical review, management oversight, and verification to ensure that quality objectives are met consistent with District Quality Management Plans.

(2) Check performance against the PMP and Customer Quality Objectives performance measures thresholds to verify that performance will accomplish Quality Objectives and to verify sufficiency of the plan. Share findings with all project stakeholders to include customers and other interested personnel to facilitate continuous improvement. Document in *Lessons Learned[PROC1021]*, as required.

d. Act:

(1) If performance measures thresholds are exceeded, take specific corrective actions to fix the systemic cause of any non-conformance, deficiency, or other unwanted effect.

(2) Document quality improvements that could include appropriate revisions to the quality management plan, alteration of quality assurance and control procedures, and adjustments to resource allocations.

Change Management Plan

Scope

This reference document is used to define and manage the project's baseline performance measurement thresholds for scope, cost, schedule, risk and quality. The project's performance measurement thresholds will be used in *Change Management[PROC1004]* to determine if actual project performance has exceeded the project's baseline performance measurement thresholds. The level of detail of the Change Management Plan is based on the complexity of the project. The Change Management Plan is a supporting plan that facilitates the implementation of the Project Management Plan (PMP). Change Management, *Quality Management[REF1024]*, *Communications[REF1022]*, and *Risk Management[REF1023]* Plans are developed concurrently in the iterative Program/Project Planning Phase.

The Change Management Plan also addresses the use of Change Request Forms and the creation and use of project versions in P3e.

Distribution

Project Delivery Team (PDT)

Project Manager (PM)

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

Change Management Plan

Format & Content:

- How will changes be managed for the project?
- Project Baseline Performance Measurements for Scope, Schedule, Cost, Quality, and Risk
- Use of Change Request Forms
- Use of Project Versions

Methodology:

- As processes are completed for *Customer Scope Definition[PROC1007]*, *Activity Development [PROC1010]*, and *Resource Estimate Development[PROC1003]*, record baseline performance measurement thresholds for scope, quality, risk, schedule, and cost. Other performance measurement thresholds should be considered based on the complexity and specific needs of the project.
- During *Change Management[PROC1004]*, the PM gathers sufficient information to analyze the proposal and potential solutions, considering the impact of changes for all of the project's baseline performance measures in order to insure that all changes are coordinated across the entire project.

- The analysis is distributed to the appropriate decision maker(s), if other than the PM.

- The Project Manager will communicate the decision for all project changes and those that require that the PMP be re-approved to project stakeholders according to the *Communications Plan[REF1022]*.

Project Baseline Performance Measurement Thresholds Table

Baseline performance measurements are defined during *PMP Development[PROC1012]*, approved in the *PMP Approval[PROC1018]* process, and are updated as required during the project's life cycle.

	Baseline Performance Measurement Thresholds
Scope	Defined by WBS that is developed in Customer Scope Definition Process
Schedule	Defined by scheduled start and finish dates in the project's critical path that is developed in Activity Development Process.
Cost	Defined by resource plan that reflects total project cost of all WBS items. The resource plan is developed in the Resource Estimate Development Process.
Quality	Defined by quality objectives that are developed in the Customer Scope Definition, and Project Delivery Acquisition Strategy Processes.
Risk	Risks are defined in Customer Scope Definition, Team Establishment, Activity Development, Resource Estimate Development, and Project Delivery Acquisition Strategy processes.

Project Version Control

The following table describes P3e project versions that are used to manage the project.

P3e Project Version Table

Project Version Type	Description	When To Use
Baseline	To establish the project's baseline performance measurement thresholds in order to evaluate and measure actual project performance on a periodic bases.	After the PMP is approved in *PMP Approval [PROC1018]*
Rebaseline	Creating another project baseline in order to measure project performance.	Creating another baseline should only be considered when a change to any of the project's performance measurements is of such a magnitude that rebaselining is required to provide relevant data to measure project performance. See *PMP Approval[PROC1018]*
Current	Current versions are created and used to document periodic changes to the project.	Used to create "What If" versions. See *Change Management[PROC1004]*
Forecast	Forecast version provides project stakeholders with the means to look at various project scenarios.	Used any time project stakeholders wish to evaluate additional project scenarios.
Budget	Budget versions serve programming purposes.	Used when budget or other programming needs occur. See *Civil Works Program and Budget Process[PROC1022]*. Also see *Civil Works Program-Specific Information[REF1026]*
Other ???	Name and description to be determined by PDT or organizational needs.	Used as required to address project-specific needs

Change Request Form

Change Requests can be presented in the form of verbal or informal requests, however, as a best practice proposed changes should be formally recorded in order to facilitate the understanding of the intent of the proposed change. The Change Request Form provides a means of documenting the impact of proposed changes and provides the rationale for approving changes that exceed the project's baseline performance measurement thresholds. Change Request Forms should be posted to the project in P3e.

Change Request Form

Project:	**Date:**
Requested by:	**Request No**.:

Request
Change Description:
Justification:
Narrative Description of Impact:
Scope Impact: **Cost Impact**: **Quality Impact:**
Schedule Impact:
Risk Impact:

Coordination
Team:

Resolution of Change
☐ Approved ☐ Disapproved
Basis of Action:
PM Signature:
Date:

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Civil Works Program-Specific Information

Scope

This reference document, which is currently under development, will include Civil Works Program-specific processes and reference information necessary to supplement the overall Project Delivery Processes. This supplemental information is necessary in order to satisfy the specific needs of all projects funded under Civil Works Appropriations, whether direct funded or reimbursable. The document will include, but not be limited to, such items as the Civil Works Program and Budget Process, Civil Works Operation and Maintenance Automated Budget Process (ABS) interface, Work Breakdown Structure(s), Project Templates, Milestones, Contingency Funds Management, Comment Fields, and Civil Works Data Checklist.

Distribution

Project Delivery Team (PDT)Project Manager (PM)

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

Civil Works Program and Budget Process

This process describes the requirements for the development and submission of the Annual Civil Works Program and Budget in accordance with EC 11-2-18(X) for each fiscal year. The process covers an approximate 21-month time frame and therefore includes information relative to the CFY, BY, BY+1 and BY+2. Appropriate linkages to the overall Project Delivery Process are included, especially for major events such as initial development and submission of the budget, OMB passback and reclama, capability development, budget defense, and ultimate appropriation of funds. The process also describes how budget versions of the active project schedule will be developed and used in P2 to model the data necessary for the Civil Works Program and Budget. This process incorporates the program and budget development functionality of PRISM, which will be replaced by P2 upon full deployment.

A supplemental process to interface P2 with the Civil Works Operations and Maintenance Automated Budget System (ABS) is also under development, and will be linked to the Civil Works Program and Budget Process when completed.

Refer to *Civil Works Program and Budget Process[PROC1022]* .

Work Breakdown Structure (WBS)

A Work Breakdown Structure (WBS) is under development for Civil Works Projects.

To the maximum extent possible, one WBS will be standardized for use across all civil works projects. The WBS will include the necessary categories of work for successful project delivery and upward reporting. The WBS will be embedded with the applicable work category codes (WCC) and will be the basis for the automated creation of corresponding work items in CEFMS via the P2 / CEFMS interface. Individual Project Templates will also be developed to tailor the WBS to the individual needs of different civil works project types such as projects specifically authorized by Congress, projects not specifically authorized by Congress (Continuing Authorities Program (CAP) and Support for Others (SFO), etc.), Formerly Used Sites Remedial Action Program (FUSRAP), etc.

Milestones

Recommended and required Milestones are under development for Civil Works projects.

The milestones will be developed in P3e and displayed as zero-duration events marking the start or completion of a significant product or service. As a best business practice, milestones will be defined and recommended for use in conjunction with each element of the WBS for the benefit of the PDT and District-level management. Required, or upward-reportable milestones will also be indicated to satisfy corporate data needs at the MSC and HQUSACE levels. To the maximum extent possible, common milestones that occur across civil works, military, environmental and R&D programs, such as “Contract Award” will have common, standard definitions and coding to facilitate communications and reporting.

Project Templates

Project Templates are under development to assist in the establishment of projects within P3e that satisfy the program and project management needs of various civil works project types.

Project templates will be based on a common WBS and include some underlying activities, and all milestones and schedule logic. Activities included in the templates can be modified, deleted, or ignored based on the requirements of the particular project or PDT preference. However, caution should be used in deleting activities associated with required milestones, to ensure that all mandatory milestones are represented. The user can add activities and logic, but in doing so, must make sure that all mandatory milestones are included at the appropriate location to capture required data, and that all added activities are properly aligned with the WBS. To assure uniformity of coding and reporting on project purposes, Work Category Codes (WCC), and feature/sub-features, the templates will contain embedded WCC coding at the WBS level. Feature/sub-feature information will be entered as Activity Code data in P3e. Project Purpose will be entered as project code data in Oracle Projects.

At this time, Project Templates are envisioned for the following:

Projects Specifically Authorized by Congress

General Investigations (GI) and Construction, General (CG) - Reconnaissance, Feasibility, PED, and construction phases

Operation & Maintenance

Formerly Used Sites Remedial Action Program (FUSRAP)

Project Not Specifically Authorized by Congress

Continuing Authorities Program

Support for Others

Comment Fields

Comment field definitions are under development to capture and display supplemental text information for display on reports, fact sheets, etc.

In P3e, notebook fields for capturing comment (text) information can be assigned at the project, WBS, or activity level (or at multiple levels). Notebook fields at the project level will be include, but not be limited to:

Synopsis – A short project description (paragraph or less) used in reports, fact sheets, etc.

Detailed Project Scope – Complete details of the scope of the project as defined in the PMP or as provided by the customer. This field will be updated to reflect the current agreement with the customer on the scope of the project as the PMP is updated or revised.

Status – Brief status of the project for use in reports. (This field is NOT to be used to discuss project issues.)

Issues for Higher Headquarters/Customer – Issues that are included in upward reporting and reports to the customer.

Issues for Internal Use Only - Issues that are for use within a district/lab/center prior to their release to Higher Headquarters or the customer, such as issues to be addressed by the PRB. These issues may be resolved without release to Higher Headquarters or the customer.

Activity-level notebook fields will also be used to capture additional, product-specific scope-of-work information to supplement or support activity development and resourcing.

Contingency Funds Management

Contingency funds are program or project funds that have been set-aside, or reserved, to cover program or project uncertainties. Ideally, the greater the uncertainty of a program or project, the greater the percentage of available funds set aside as program or project contingency funding.

The PDT is responsible for developing project estimates and budgets, including identifying the level of risk and uncertainty with project activities, and including an appropriate amount of contingency funding in the budget commensurate with the level of risk and uncertainty to assure project success. Contingency funds management guidelines address two types of contingency funds: (1) contingencies that develop during the course of project execution when activities are completed at less than budgeted cost, allowing funds to be re-allocated to other activities or projects (refer to *Contingency Funds, Project Level[REF1011]*); and (2) directly budgeted, programmatic contingencies, such as those for Construction, General projects specifically authorized by Congress.

The cost estimate for each project, subproject, or separable element of a project must include a separate item for contingencies as an allowance against some adverse or unanticipated condition not susceptible to exact evaluation from available data. Contingencies will be displayed under a separate feature using feature code 59. Separate line-items and descriptions may be used, if desired, under feature 59 to specifically display the contingencies associated with the work shown under features 01 through 31. The contingency allowance should be varied according to the stage of planning and design after considering the sufficiency of the data which form the basis of each quantity estimate. *ER 1110-2-1302, appendix D [http://www.usace.army.mil/inet/usace-docs/eng-regs/er1110-2-1302/a-d.pdf]*, shows reasonable percentage factors to be used for contingency allowances in estimates of costs for construction and relocation features.

For projects that are not programmed to complete in the PY, the project cost estimate may include appropriate contingency allowances. However, the PY request must not include an amount for contingencies and such allowances must be distributed in the outyears in proportion to the work to which the contingencies apply. Contingencies may only be included in the programmed or unprogrammed balance to complete in proportion to the work included therein. For projects that are programmed to complete in the PY, the PY request may include an appropriate, reasonable amount for contingencies. As a project nears completion, the contingency allowance must be reduced accordingly. **In no case will contingencies for completed work be included in the programmed or unprogrammed balance to complete subsequent to programmed project completion in the PY through PY+9.** Claim settlements and deficiency judgments in the PY through PY+9 will be handled in accordance with normal reprogramming procedures. PY through PY+9 requests must not include amounts for anticipated claim settlements or anticipated deficiency judgments.

Civil Works Data Checklist

A Data Checklist for required civil works data elements is under development.

The Data Checklist will identify all required civil works data elements and provide a crosswalk to the single-source data entry location in P2. The Data checklist will assure that all required data elements are accounted for, to include data elements in any replaced databases such as PRISM (including GI Database, CAP Database, etc.) and any other databases with which P2 interfaces such as CEFMS, RMS, etc. so that the data entry source is clearly identified. The checklist will also provide additional meta-data information such as a brief data element definition/naming convention, whether data input is a user choice or selected from a menu, whether single or multiple data entries are allowed (such as for Congressional District), etc.

Military Program-Specific Information

Scope

This reference document describes the Work Breakdown Structure, Milestones, Activity templates, and Comments used on projects falling under the military program, including Military Construction (MILCON), Reimbursable (O&M, etc.), and other programs, such as Real Estate support. There is also a section on contingency development and usage within the military program.

Distribution

Project Manager (PM)

Project Delivery Team (PDT)

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

Work Breakdown Structure (WBS)

01000	Project Management Plan Documents
10000	Project Development Documents
20000	Investigation Products
30000	Design Procurement Products
40000	Design Products
41000	Project Definition Phase (15%)
42000	Concept Design Phase (35%)
42400	Value Engineering
43000	Preliminary Design Phase (65%)
44000	Final Design Phase (95%)
45000	Ready-to-Advertise Design Phase (100%)
50000	Construction Procurement Products
60000	Construction Products
61000	Work Agreement
62000	Construction Management
70000	Fiscal Closeout Products
80000	Operation and Maintenance Products
90000	Real Estate Products

All projects falling under the military program will use the same Work Breakdown Structure. Few (if any) projects will have activities within all of the WBS.

Milestones

Milestone No.	Milestone Name	CMR	PRB	RBC	Remarks
006	Start Development of PMP				
009	Project Management Plan Approval		X	X	
012	Design Criteria Available				
018	AE Contract Award				
021	Initiate RE Acquisition				
025	Design Start		X	X	
403	Receive S1 Submittal				Medical Project
405	Receive Parametric Design (15%) Submittal				S2 for Medical
030	Parametric Design (15%) Complete	X	X	X	For projects with PD (formerly Project Definition for Army)
412	Receive Concept (30%) Submittal				
031	Concept (35%) Design Complete	X	X	X	For projects with a concept design
036	Start Final Design		X	X	
039	Complete RE Acquisition				
415	Receive 65% Submittal				
425	Receive Final (90%) Submittal				
430	Receive 100% Submittal				
435	Receive Corrected Final Submittal				
042	Final Design Complete/RTA	X	X	X	
445	BCO Certification				
101	Issue Presolicitation Notice in CBD				
045	Advertise		X	X	Issue IFB, RFP, etc.
048	Construction Contract Bid Open		X	X	
051	Construction Contract Award	X	X	X	
054	Notice to Proceed (NTP) Acknowledged				
066	Beneficial Occupancy Date	X	X	X	
069	Actual Contract Completion				Physical contract completion.
072	Construction Contract Closeout			X	Fiscal completion of a contract.
450	Project Fiscally Complete				All contracts complete and funds returned.

There is nothing sacrosanct about the milestone numbers. The names are what we need to have standard. Milestones are activity codes within P3e and are assigned to activities that are designated as type “milestone”.

The milestone “Project Management Plan Approval” is required on all but the simplest of projects. “Design Start” will be used as the designated start of studies as well as actual design. Either “Parametric (15%) Design Complete” or “Concept (35%) Design Complete” will be used on ALL Military Construction (MILCON) projects. “Start Final Design” will also be used on ALL MILCON projects. “Final Design Complete/RTA” will be used on ALL projects which include construction activities and to designate the completion of studies. ALL projects proceeding to construction will include “Advertise”, “Construction Contract Bid Open”, “Construction Contract Award”, “Notice to Proceed (NTP) Acknowledged”, “Beneficial Occupancy Date”, “Construction Contract Closeout” and “Project Fiscally Complete”. The remaining milestones are made available for use by individual districts/labs/centers/regional business centers for their use in managing their individual projects/programs. Many of these are included in the activity templates but their use is optional.

Activity templates

A number of activity templates have been developed to aid in the establishment of projects within P3e. They include activities, milestones and schedule logic. Activities can be modified, deleted, or ignored based on the requirements of the particular project. Caution should be used in deleting milestone activities to ensure that all mandatory milestones remain. The user can create their own activity schedule and logic, but in doing so, must make sure that all mandatory milestones are included at the appropriate location in the schedule logic to capture required data.

A-E Design Bid Build – Activity template for projects designed by an A-E that include a 15% submission and then proceed to 95%.

A-E Design Bid Build with 65% - Activity template for projects designed by an A-E that include a 15% submission, but also include a 65% submission prior to proceeding to 95%.

A-E Design/Build – Activity template for design/build RFP's developed by an A-E.

A-E Medical Design Bid Build – Activity template for medical projects design by A-E, including all intermediate submissions (S1, S2, etc.) as well as presentations to DMFO, leading to a fully designed medical project.

A-E Study – Activity template for larger studies that are performed by A-E.

Environmental Study – Activity template for simpler/shorter duration studies.

Hired Labor Design Bid Build – Activity template for projects designed by in-house forces that include a 15% submission and then proceed to 95%.

Hired Labor Design Bid Build with 65% - Activity template for projects designed by in-house forces that include a 15% submission, but also include a 65% submission prior to proceeding to 95%.

Hired Labor Design/Build - Activity template for design/build RFP's developed utilizing in-house forces.

Hired Labor Study – Activity template for larger studies that are performed by in-house forces.

IDIQ Task Order/Small Project – Simplified activity template for projects executed under an IDIQ task order or other simplified procurement strategy requiring little or no design.

Real Estate Acquisition – Activity template for acquisition of real estate.

Real Estate Disposal – Activity template for disposal of lands no longer required by the government.

Real Estate Outgrant – Activity template for award of an outgrant.

Homeowners Assistance Program – Activity template for executing the Homeowners Assistance Program (HAP).

Comments

In P3e, notebook fields can be assigned at the project, WBS, or activity level (or multiple levels). There will be five types of notebook fields at the project level used for specific purposes as defined below.

Synopsis – A short project description (paragraph or less) used in reports, fact sheets, etc.

Detailed Project Scope – Complete details of the scope of the project as defined in the DD 1391 or provided by the customer. This field will be updated to reflect the current agreement with the customer on the scope of the project.

Status – Brief status of the project for use in reports. This field is NOT to be used to discuss project issues.

Issues for Higher Headquarters/Customer – Issues that are included in upward reporting and reports to the customer.

Issues for Internal Use Only - Issues that are for use within a district/lab/center prior to their release to Higher Headquarters or the customer, such as issues to be addressed by the PRB. These issues may be resolved without release to Higher Headquarters or the customer.

Contingency

Contingency funds are program or project funds that have been set-aside, or reserved, to cover program or project uncertainties. Ideally, the greater the uncertainty of a program or project, the greater the percentage of available funds set aside as program or project contingency funding.

Many customers and agency programs have established/negotiated unique definitions of contingency funds, based on a set percentage of total programmed funds. Some customers, like the US Air Force, have established USACE-wide criteria for the use of contingency funds, requiring coordination and approval outside of the responsible USACE MSC or PDT membership.

Program managers are responsible for coordination and approval of such actions outside of the MSC or PDT membership. Program managers must certify that USACE approved, customer contingency funding criteria have been met before authorizing use of such funds.

The PDT is responsible for developing project budgets, identifying the level of uncertainty, and including an appropriate amount of contingency in the budget.

Budgets for studies, designs and construction will be developed by the PDT and include a contingency amount commensurate with the level of uncertainty associated with the particular study or design. There is not a separate line item for contingency in a design or study, but the level of effort used in the development of the project budget will include a contingency amount of effort to deal with the level of uncertainty in the design/study effort on a particular project.

Estimated construction costs will include a contingency amount based on the level of design detail and uncertainty (i.e., a 15% design estimate would have a higher contingency in the estimate than a 95% design estimate). This is not to say that the contingency line item in the construction estimate will be adjusted, just that the components of the estimate will include a contingency amount based on the uncertainty of the particular component.

A current working estimate (CWE) will be prepared at each design submission and include a contingency amount as specified by the provider of the funds (Air Force, Army, DPW, BCE, or other military customer). Supervision and Administration (S&A) will be calculated based on the estimated or actual contract amount plus allowed contingency and included in the CWE.

Mandatory changes will be funded from the contingency amount when adequate contingency is available. Costs above the available contingency must be addressed by securing additional, appropriate customer funds or reductions in construction scope. User changes must be approved by the appropriate authority and are funded using contingency funds or additional customer funds.

Contingency funds shall not be distributed to a specific program or project activity by anyone other than the responsible program manager or his/her designated representative.

Distribution can be made to a specific activity only after established program/project specific requirements have been meet, certified and approved by the program manager or designated representative.

The Program Manager may delegate approval and certification of contingency funds to a designated representative (usually the PM). However, the Program Manager:

– Must make such delegations by name.
– May designate no more than one representative per project.
– May change representatives at any time during the life of a project.

The Program Manager's appointment cannot be further delegated. A single individual may be delegated contingency fund authorization for multiple projects.

Contingencies may be stored in a separate work item if desired, but that is not a requirement.

The PM is responsible for returning remaining contingency funds to the customer upon project completion.

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HTRW Program-Specific Information

Scope

This reference document, which is currently under development, will include HTRW program-specific information necessary to supplement the overall Project Delivery Processes. This supplemental information is necessary in order to satisfy the specific needs of all HTRW projects. The document will include, but not be limited to, such items as Work Breakdown Structure(s), Project Templates, and Milestones.

Distribution

Project Delivery Team (PDT)Project Manager (PM)

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

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Research & Development Program-Specific Information

Scope

This reference document describes the Work Breakdown Structure, Milestones, Activity templates, and Comments used on projects falling under the Research & Development program, including reimbursable and direct funded efforts.

Distribution

Project Delivery Team

Ownership

The BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

Work Breakdown Structure (WBS)

WBS information is currently under development.

All projects falling under the Research & Development program will use the same Work Breakdown Structure. Few (if any) projects will have activities within all of the WBS.

Milestones

Milestone information is currently under development.

There is nothing sacrosanct about the milestone numbers. The names are what we need to have standard. Milestones are activity codes within P3e and are assigned to activities that are designated as type “milestone”.

Activity templates

Activity templates are currently under development.

A number of activity templates have been developed to aid in the establishment of projects within P3e. They include activities, milestones and schedule logic. Activities can be modified, deleted, or ignored based on the requirements of the particular project. Caution should be used in deleting milestone activities to ensure that all mandatory milestones remain. The user can create their own activity schedule and logic, but in doing so, must make sure that all mandatory milestones are included at the appropriate location in the schedule logic to capture required data.

Comments

Notebook information is currently under development.

In P3e, notebook fields can be assigned at the project, WBS, or activity level (or multiple levels). There will be types of notebook fields at the project level used for specific purposes as defined below.

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Financial Management

Scope

This reference document describes how project information generated in P2 will interface with the Corps of Engineers Financial Management System (CEFMS). The interface will create project and task work items and Purchase Requests and Commitments (PR&Cs) in CEFMS corresponding to the WBS elements, activities and resource estimates created in P2. Once PR&Cs are created through the interface, the appropriate CEFMS responsible employee will enter CEFMS to complete the creation process and approval actions. Actual costs in CEFMS will be returned to P2 through the interface to the corresponding WBS elements and activities.

Distribution

Project Delivery Team (PDT)*

Project Manager (PM)*

CEFMS Responsible Employee

Ownership

The USACE BP/P2 Program Office is responsible for ensuring that this document is necessary and that it reflects actual practice.

P2 – CEFMS Interface

1. *PMP Development[PROC 1012]* and related procedures define how the PMP will be developed and ultimately approved for execution. Figure 1 displays a typical WBS structure for a sample project developed in Oracle Projects/P3e (P2) to be resourced in P3e and interfaced with CEFMS for the creation of work items and PR&Cs. The WBS elements shown in green identify resource estimates for work performed in the home District. In a virtual project delivery team (PDT) environment, the blocks shown in blue identify resource estimates for work performed by another Corps district. The performing District is responsible for resourcing these activities.

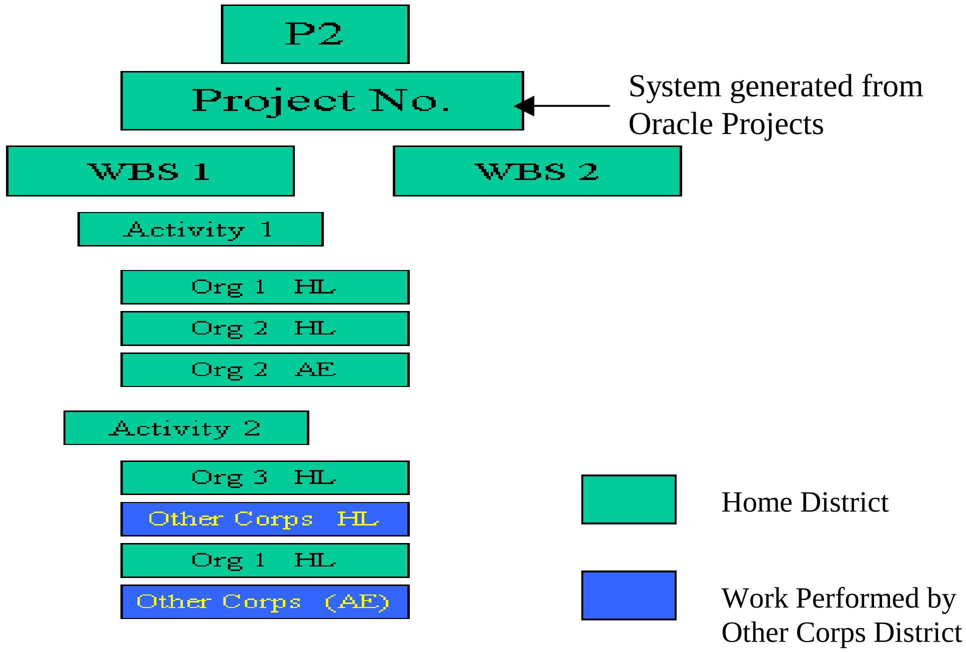

Figure 1. Project management structure.

Specific data elements that will be interfaced to CEFMS are as follows:

Project Level:

Project Management	Financial Management
Project Number	Work Item with Work Item type = "P"
Project Description	Work Item Name
Organization	Received by Organization
Key Member with role assigned as Project Manager.	Responsible employee. Supporting information will be populated utilizing the Emp ID as the key. (LLLLFSSSS)

Table 1.

Task Level:

Project Management	Financial Management
WBS Element	Work Item with Work Item type = "T"
WBS Description	Work Item Name
Organization	Received by Organization
Key Member with role assigned as Project Manager.	Responsible employee. Supporting information will be populated utilizing the Employee ID as the key. (LLLLFSSSS)

Table 2.

2. Once the PMP has been approved and baselined, (refer to *PMP Approval[PROC1018]*), Purchase Request and Commitments (PR&Cs) for the project can be created via a system interface. The interface will be executed upon user request. At a minimum, the user has the option to select the following: a) entire project, b) specific WBS or c) specific activities. PR&Cs will be systematically created for labor, government orders and contracts only. Figure 2 illustrates the interface between P2 and CEFMS, and the alignment between WBS elements and corresponding resource estimates, with the creation of work items and PR&Cs.

   Labor PR&Cs For each project, a single Labor PR&C will be created with multiple line items. Each line item on the Labor PR&C equates to a specific activity/organization.

   Contract PR&Cs Each contract resource estimate will create a corresponding PR&C. A separate resource must be established in P3e to generate a separate contractual PR&C in CEFMS.

   Government Order PR&Cs A government order PR&C will be created for each separate activity (ex. Fish and Wildlife, US Geological Survey). If the work is to be performed by another Corps District, resource estimates will be recorded within the "master" project with the EROC code of the performing activity. A government order PR&C will be created in the ordering district's CEFMS database. Once the government order is completed, approved, and certified in CEFMS, the government order will be transmitted to the performing activity for acceptance.

   Work performed by Other Corps District Figure 3 illustrates the interface between P2 and CEFMS for work performed by another Corps District, the alignment between WBS elements and resource estimates created in the home (ordering) District's P2 database, and the creation of work items and PR&Cs directly in the performing District's CEFMS database. The project work item will reflect the same Project work item as established in the ordering district's CEFMS database. PR&Cs will be created in accordance with the resource estimate pushed from P2.

   Note: PR&Cs to support the government order may be received by the performing activity before receipt of the government order. The time lag should be insignificant, but is dependent upon how quickly the CEFMS actions are completed by the ordering activity.

Execution data will be retrieved from both the performing and the ordering activity.

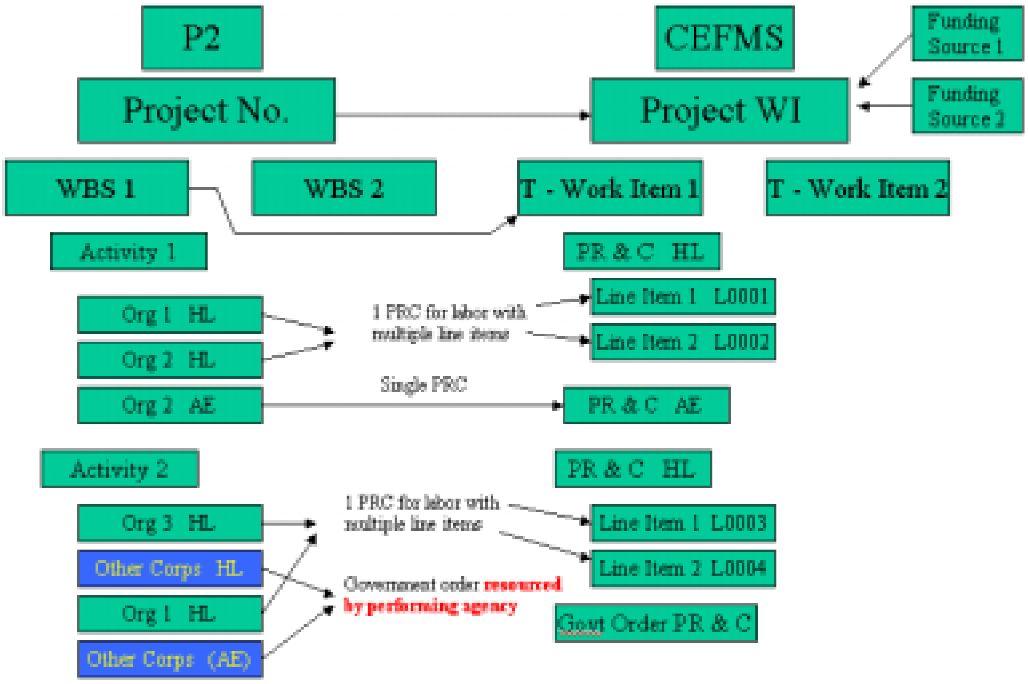

Figure 2. Work performed within "home" District.

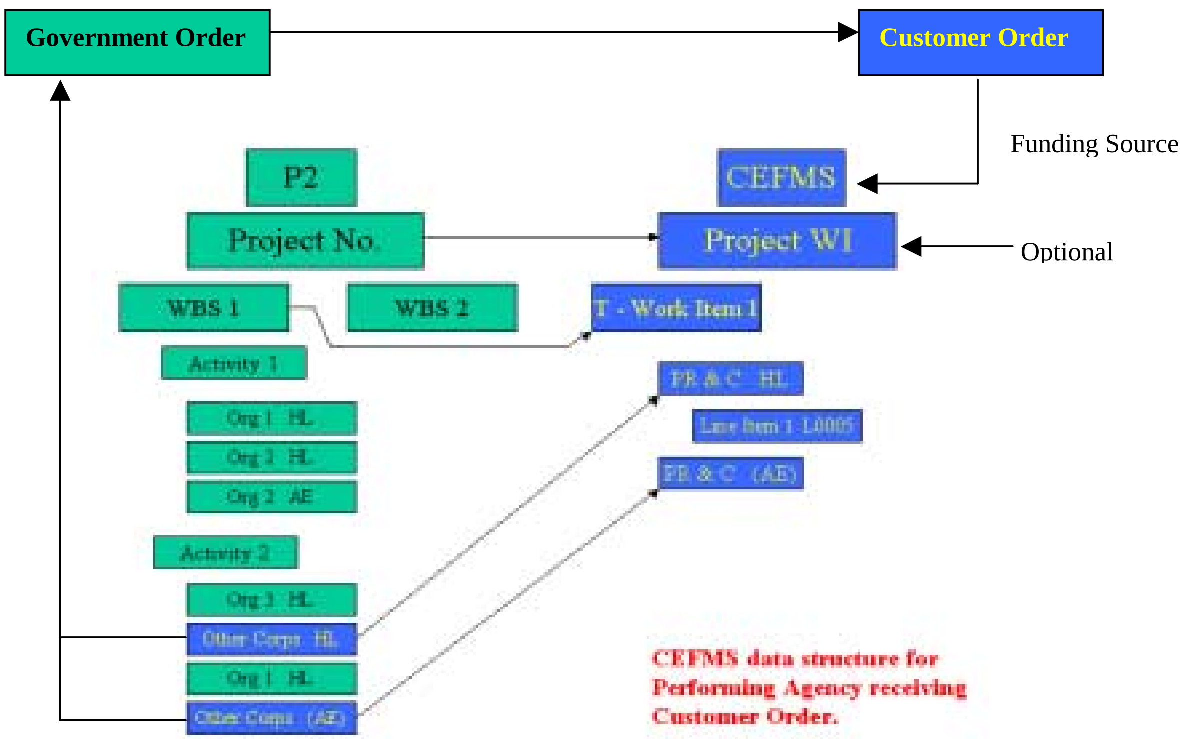

Figure 3. Work performed by Other Corps.

Index